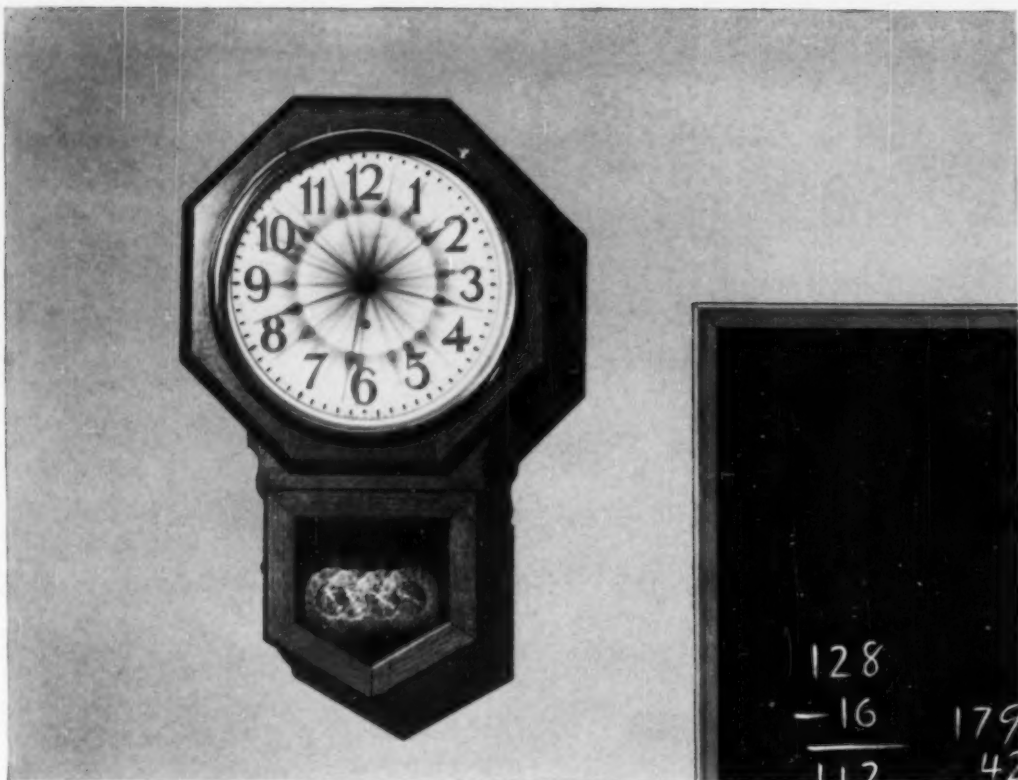




College AND UNIVERSITY Business



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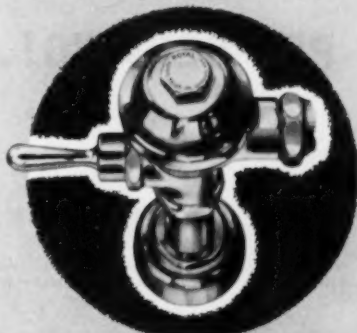
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Vol. 10, No. 5, May 1951



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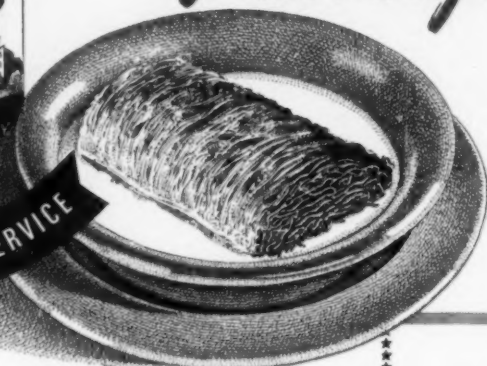
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Published monthly by The Nation's Schools Division, The Modern Hospital Publishing Co., Inc., 919 North Michigan, Chicago 11, Ill., U. S. A. Otto F. Ball, president; Raymond P. Sloan, vice president; Everett W. Jones, vice president; Stanley R. Clague, secretary; J. G. Jarrett, treasurer. Copyright 1951, by The Nation's Schools Division, The Modern Hospital Publishing Co., Inc. Acceptance under Section 34.64, P.L.&R., authorized. Published on the tenth of the month of the date of issue. Change of address should be sent thirty days in advance of publication date.

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Harriet Brooks

HARRIET S. BROOKS, wife of H. H. Brooks, business manager of Coe College, reports in penetrating fashion on page 19 of the vicissitudes of life for a college administrator's wife. Though a native Hoosier, she moved across the state line to graduate from the Western College for Women, and then taught a year in Faribault, Minn. As a mother of three teen-aged children, she states that "having three children who are enduring the teens together is heaven. . . I'm not too sure I could go through the ordeal at different intervals." As to hobbies, she reports "a scratch pad and pencil stub take first place; swimming, an abortive attempt at golf, and small talk take up the slack."



C. O. Emmerich

CHARLES O. EMMERICH, business manager of Emory University, suggests on page 24 the proper technics to follow in supervision of department heads in a college organization. He speaks out of practical experience as a businessman, as he is also president of two companies and co-owner of the E. & S. Construction Company. He was formerly regional director of the Fifth District of the U.S. Civil Service Commission, which includes five southern states, Puerto Rico, and the Virgin Islands. He has been a national officer in several personnel associations and also active in college business administrative circles. Last year he was chairman of the business officers' institute conducted by the Southern Association of College and University Business Officers.



Fred McLain

FRED F. MCLAIN, controller and treasurer of Occidental College, points out on page 27 the importance of establishing a reserve to provide for expensive repairs that inevitably arise on a college campus. His observations are the result of many years of experience, in view of his service as controller of Occidental College since 1925 and as treasurer since 1942. His leadership in the field was recognized with his election as president of the Western Association of College and University Business Officers in 1940. A World War I army officer, he subsequently went into private accounting practice for two years before joining the Occidental College faculty in 1921. . . . FREDERIC A. WYATT, director of alumni relations and placement at Union College in Schenectady, N.Y., and FRANCES TRAVIS, recorder and director of student employment at Union, have co-authored an article (p. 40) which describes technics to be considered in establishing an effective placement service for students and corporations.



Clarendon Smith

CLARENDON SMITH, business manager of MacMurray College in Jacksonville, Ill., indicates on page 44 that a regular program of painting and maintenance has proved a more economical method than having the work done on an infrequent contract basis. Mr. Smith is well acquainted with the problems of small colleges, having been business manager of Illinois College at one time. He is particularly interested in personnel problems and in technics for solving them.

Widespread installations of Sanistand fixture prove overwhelming acceptance of this new urinal for women

ALL over the country, more and more maintenance managers of buildings in which public rest rooms for women are maintained are ordering Sanistand fixtures for permanent installations. Department stores, theatres, stadiums, race tracks, schools, colleges, bus and railway terminals, restaurants, hotels, factories,

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Questions and Answers

A "Meaty" Question

Question: What is the current practice of your institution in regard to briskets of beef for use in preparing corned beef and cabbage and other similar menus? Do colleges purchase from specialty houses featuring this type of meat, or do they depend on local wholesale and retail outlets as a source? What percentage of the food budget is spent for purchase of canned meats other than canned hams?—H.M., Ill.

Answer No. 1: I can't give a representative answer concerning briskets of beef for use in preparing corned beef for it is not a popular item with our students. We serve it only occasionally because of its unpopularity and, too, because it is expensive when you consider the loss from fat. When we do serve it, it is purchased from a specialty house in this locality as that seems most satisfactory. We do not use canned meats except in an emergency and for sandwiches we use canned hams.—KATHLEEN HAMM, *chief dietitian of residence halls, University of Michigan.*

Answer No. 2: We depend on local wholesale and retail vendors for our supply of corned beef. A very small percentage of our food budget is used for canned meats. In the near future we may use some of the better quality canned turkey and chicken—reinstated with the fresh—for salads and simple entrees.—LOUISE CHENAULT, *director of food service, University of Arkansas.*

Answer No. 3: Canned meat other than ham is not likely to be on a menu frequently. I am thinking of such meats as chicken loaf, luncheon meat, and tongue. Here, I wouldn't try it more than once a month. Percentage-wise, I doubt that it is 2 per cent of the meat cost, which is between 25 and 30 per cent of the food cost.

Items like corned beef hash and chili con carne would be used in small units, and thus in small quantities. It was an answer for us in distributing to our 17 outlying fraternities, but not in our central kitchens. I am sure that the large users of such items would be capable of making their own. We even corn our brisket from trimmings in order to get another inexpensive meal that is not stew or ham-

burger. Such items being slow movers, I would guess that local wholesale would be a satisfactory supplier at the time it is needed, without the trouble of inventory and storage.—WILLIAM N. DAVIS, *manager, student residence and dining halls, Brown University.*

Answer No. 4: I don't know what the general situation is in regard to corned beef. On our campus we haven't been too successful with it. It's kind of on a par with liver, occasionally you give it to them because they need it or we want something different on the menu, but most of the time it is better to try to use something else.

In an organization as large as ours (we are using possibly 3500 pounds of meat a day) not much canned meat is used. We find that our fabricating plant and cold storage unit get along better with the fresh meat, which is less expensive than the canned.—MRS. ALICE NELSON, *food service and residence hall director, Indiana University.*

Answer No. 5: At Drake we find corned beef not too popular, so serve little of it. However, we buy it from our regular wholesale meat house. Some food services might use more than we, but I doubt if corned beef is on the list of well liked foods in any college. Certainly its use would not warrant any attempt at curing it in the food service department.

We use quite a lot of chili con carne, some canned sandwich meat, and canned barbeque meat. The last is mainly an emergency item. This is the limit of our canned meat usage, so it would be a very small percentage of our total food budget.—CATHERINE HARPSTER, *director of food service, Drake University.*

Answer No. 6: The consumption of corned beef and canned meats at Valentine Hall is very small in comparison to the amount of fresh meats used. We do not make any attempt to cure our own corned beef, but purchase it as needed from our regular purveyor.

The only canned meat that we use is an occasional order of canned hams

which we keep in reserve for an emergency. We have found that the square boiled ham works out much more economically, because there is not the waste caused by the addition of gelatin to canned hams. We serve corned beef not more than two or three times during the school year, as it has not proved to be a popular item with us.—GORDON BRIDGES, *director of dining service, Amherst College.*

Answer No. 7: We do no curing of meat of any kind here at the university. We do use corned beef, buying it directly from the packing houses, not from a local market or a specialty house.

We purchase from 150 to 350 pounds of corned beef per week. We also use some canned corned beef, perhaps using as much as 25 cases per quarter. We do not use any chili con carne or corned beef hash, feeling that we can make our own both better and at less expense.

In the canned meat line we use canned hams, of course, luncheon loaves, salmon, tuna and the corned beef that I have mentioned.—T. M. REHDER, *director of dormitories and dining services, State University of Iowa.*

Answer No. 8: There are two sources that I use when purchasing corn brisket. Each knows that I use corned beef about every four or five weeks so he keeps me informed on the price of steer brisket. I order the amount of brisket needed and have it corned. We do not have the facilities for doing the corning here at the university. I insist on a two to three week corn. I have never been approached by a specialty house that features these items and, for the amount we use, I am satisfied with the present arrangement.

I do not buy any prepared products, such as chili con carne or hash; we make our own. However, the other day, as an insurance against possible shortages, I did purchase 50 cases of spaghetti sauce with meat.—MARJORIE E. REED, *dormitory manager, University of Maine.*

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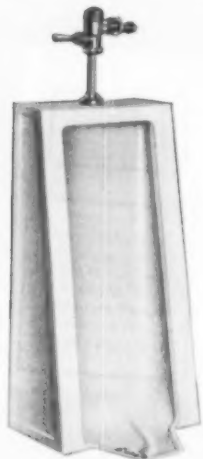
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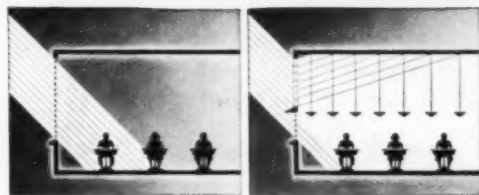
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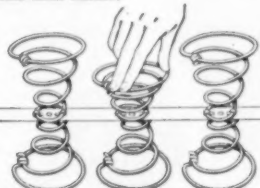
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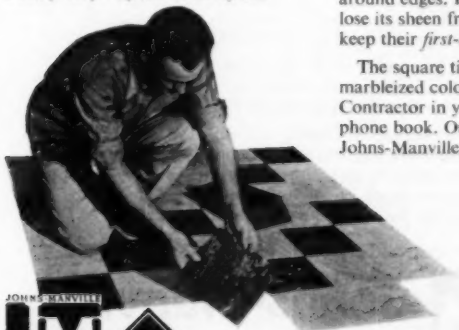
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ARE DEFERMENT POLICIES FOR STUDENTS UNDEMOCRATIC?

EARL J. McGRATH

U.S. Commissioner of Education



UNFORTUNATELY, CONFUSION CHARACTERIZES current discussion of deferment of college students. The facts should be kept straight.

First, men deferred for college study will be subject to induction when they are graduated, a fact that frequently is forgotten. Second, the number of draft eligible students now in college is relatively small because of the presence of veterans, 4-F's and R.O.T.C. enrollees in the student body. Third, the recent Executive Order establishing a nationwide test as one basis for consideration for student deferment is a temporary measure, designed to deal with the immediate situation while legislation is under debate.

The basis on which students are to be deferred has been widely interpreted by some as meaning that college men could escape the obligation of military service. As I understand it, deferment does not constitute escape from military service, but rather is a means of postponing the induction of students until they have completed their studies. The general rule will be that a man will serve his tour of military duty on completing his studies.

With reference to college enrollments, estimates of the current year show that more than two-thirds of the men now in college are either veterans of World War II or are physically unfit for military service or are enrolled in the R.O.T.C. Of the remaining one-third, a large percentage are under draft induction age, so that if those men now in college and subject to the draft were to be inducted, the number probably would be considerably less than 300,000.

The recently issued Executive Order on deferment of this year's college students amends the Selective Service requirements under the Act of 1948, which is due to expire in July of this year. Meantime, the legislative decision with reference to the future of Selective Service is being debated. The Senate has already passed legislation that retains the presently existent Presidential authority to defer students. The Senate measure also sets aside not to exceed 75,000 entering students annually who could be deferred for four years, at which time they then become draft

eligible. These 75,000 would serve four months' basic training before going to college and would be selected through a process similar to that contained in the newly issued Executive Order. The House of Representatives is considering legislation which, unlike the Senate version, does not make provision for a specially chosen annual quota to enter college.

It has been suggested that to defer a group of men from immediate military service is undemocratic. This seems to me to be an erroneous interpretation of democracy. Admittedly, the nation needs the services of each man at his own highest level of competence. The question then becomes: How can the abilities of all be used in the most democratic manner? The procedure authorized by Executive Order No. 10230 rests on the fact that certain individuals have abilities not possessed by others. Through the use of tests and the student's previous academic record, those who do possess these special abilities are given the privilege of serving the nation's need. They will be selected on an objective, and therefore democratic, basis.

There is one respect, however, in which present conditions in higher education must be corrected if deferment of students is not to be undemocratic. This is a fact not related to deferment itself but rather to the conditions under which higher education generally is available in America today. As I said before the Association of Land-Grant Colleges in October 1949, there are today just as many young people of high academic ability outside the colleges and universities as there are inside these institutions. The fault lies not in deferring college students, but in deferring only those who have the money to get to college.

Both the long-run welfare of the nation and the requirements of the present emergency demand that a federal scholarship-fellowship program be inaugurated at the earliest possible moment. Unless all young men who come to military age and wish to go to college are financially able to do so, deferring of students would be undemocratic. Likewise, unless all who possess college abilities have the chance to get to college, the national interest suffers.

Looking Forward

The Draft

SOMETIMES IT IS HARD TO UNDERSTAND COLLEGE presidents. For many months they've been wringing their hands and worrying about student deferment and its effect on the student population next fall. The presidents have contended in today's world crisis that we could not hope to match potential enemies in manpower, but that our security was to be found in the technical, scientific, managerial and industrial skills of our population. Colleges are uniquely equipped to provide the required training and leadership, the presidents say.

And yet, when after careful deliberation with the director of the Selective Service System, President Truman announces an interim plan for this year for deferment of present college students on the basis of academic performance or class standing, you find college presidents looking the other way. Many have been eager to disavow the Selective Service proposal, contending that "it's undemocratic," "discriminatory," and that it smacks of "economic privilege."

Apparently overlooked in the hue and cry was the fact that the examination of college students to determine deferment status was not advanced as a national scholarship program for equalization of educational opportunity or a proposal for exemption of military service. It was designed to "fulfill the intent of the Congress that there should be deferred from military service, college students in such numbers as are found to be necessary for the maintenance of the national health, safety or interest." The development of persons with such technological skills as are needed cannot be created quickly because of the long periods of training required.

The present problem relative to student deferment was one of immediacy. The nation had a substantial manpower pool, already deferred until the close of the current academic year. If you accept the premise that we can't hope to compete in manpower with potential enemies, what is the alternative? Do you put every college male in uniform, or do you strive to determine the best use of the limited manpower available? The very name "Selective Service" implies that selection will be exercised in determining who shall serve in uniform and at what time. The present policy refers to this year's students, effective for the coming academic year only.

Commenting on the national examination of college students to determine deferment status, Dr. Henry T. Heald, president of the Illinois Institute of Technology, has this to say:

"Our ultimate survival depends as much upon the

proper utilization of manpower as upon any other factor of our defense program. To follow this wise course is not undemocratic. It is sensible, and sound and fair."

"No educator of any stature," Dr. Heald continues, "expects that students should be deferred just to keep his classrooms full, or because a young man has made a higher test score, or because he has the money to attend college. But most of us realize as educators and as citizens that we are hopelessly lost as a nation unless we take every reasonable step to assure that each citizen's abilities are used in the best interests of his country. This is the real issue at stake in the current plan to defer students who show promise of serving their country best in the future by completing their education now."

The question appears to resolve itself to this: Will the problem of student deferment be met by the exercise of calm and objective judgment, or will it be controlled by the impassioned roar of its critics? The long-range security of this nation may depend on the answer.

Spring Housecleaning

WHEN ARE COLLEGE PRESIDENTS GOING TO CLEAN house? Some of the assignments call for liberal use of the ax and shovel—gallons of whitewash won't hide the corruption.

In the final analysis, the current deplorable situation in college athletics rests at the president's door. His leadership, and that of the institution's board of trustees, determines the college policy. The administration either approves of "professionalizing" athletics, or it doesn't. Ignorance of the matter on the part of key executives is no excuse. It's their business to know what is going on—otherwise, it's time for a new administrator.

It is no wonder that college athletes go astray on the "money" question. They've had some brilliant examples of "double talk" and fancy footwork by college administrators before they ever showed up on campus. Don't place the entire blame on the athlete who accepts a bribe to "fix" a game. His ethical standard may not be too different from that of the institution that "hired" him as a student.

Many colleges treat an athletic program as a normal phase of the college curriculum and are not suffering dire consequences. Those who make a Roman circus of athletics are shaking the confidence of the general public regarding *all* colleges. They begin to wonder whether such shoddiness runs through every phase of the college curriculum.

We're a little bit late on the housecleaning, aren't we?



"MONEYBAGS" *is what they call him*

THE POIGNANT TALE OF MRS. BUSINESS MANAGER

HARRIET S. BROOKS

Wife of the Business Manager
Coe College, Cedar Rapids, Iowa

You learn to be
friendly but not hurt
when your friendli-
ness is not returned.

MY HUSBAND IS CONTROLLER OF the proverbial small college in the Middle West. Well, what of it? The field of that particular profession is still so limited that the number of women who will sigh with me and whisper to themselves, "Poor thing," is comparatively small. Had I stated that I am the wife of a football coach or that of a basketball coach, the groans and moans of sympathy would be resounding, but no more poignant than those of the few long-suffering wives whose husbands are business officers of small universities in small towns.

We live in a world uninhabited by others of our kind; no one understands us, our husbands, or our husbands' business. We are not members of the faculty; we have administrative duties but not administrative social status; we are of the university but, by the

very obligations of the office, are considered "business people" and therefore of the town.

In civic and social organizations to which we belong we are thought of by the townspeople as belonging to the university, and rather dubiously accepted by the academic as belonging to them. Among our intimates, we are wholeheartedly accepted as townspeople until the inevitable gossip arises concerning the college. After a few spirited rounds of juicy bits, somebody will notice that we are still there but in no way contributing, whereupon the sensitive one will murmur, "I'm sorry, I forgot you were here." And with a conscientious effort, the group will find another subject.

The term "controller," or just plain business manager, is a complete misnomer. He controls nothing, but with any slip-up or lapse of performance on

the part of almost any department of the university, the fault apparently is his. According to the by-laws of the articles of incorporation, among his duties are the following: to receive and be held responsible for the safe-keeping of all subscription paper which is given the university, and to endeavor to collect the same when due; to supervise the purchase of all equipment, materials and supplies necessary for the maintenance and operation of the university; to supervise all duplicating done by or for the university; to purchase and keep in effect all insurance; to keep in his office complete inventories of all equipment; to supervise the university storerooms; to assist the president of the university in preparing and administering the budget; to have charge of making payments of all salaries, remunerations and expenses of the university; to be in charge of

the operation of the university's residences and dining halls.

Actually, he is a general flunky, a fall-guy. He must love his work beyond all else to meet the impossible demands that are put upon him, with no commensurate compensation, monetary or otherwise. My husband operates a \$12,000,000 business upon which he lavishes an affection that could be no stronger if it were his very own. (Would that he demonstrated the same interest in setting up and maintaining our household budget that he displays in that of the university!) He must be able to be equally at ease with millionaires and janitors, with celebrities and laborers, with Ph.D.'s and illiterates. He must be somewhat of a carpenter, a plumber, an accountant, a detective, a fireman, an investment expert, a real estate agent, a tax authority, a lawyer, an architect, a contractor, a counselor, a confidant and, above all else, a diplomat.

His hours on the job are not unlike those of a doctor. It is the rare and beautiful night when the family can have a completely unbroken night's sleep. Usually the call is fairly important, but only recently we had gone out for the evening together (an unusual occurrence) for a visit in the country with friends. At 11:30 the telephone rang and it was for my husband. It was merely an inquisitive father, wondering when it would be convenient to pay his son's tuition! The call itself was not particularly annoying, but the fact that the caller had phoned our home first, waking our three teen-agers in order to find out where we were, was a bit provoking.

Every year has its quota of fire alarms, false and real, to which my husband gallops with the speed of an old fire horse and stays until the bitter end, winding up the session with the fire chief and the university's maintenance superintendent over a cup of coffee to discuss the damage done, the cause of the fire, and to praise the promptness and ability of the local fire department which is as loyal in its performance as that of the police department. Several times during the school session, the latter department must come to the aid of the officials.

Invariably, the end of each semester finds one or two students who think it easier to break into the mimeographing office in hopes of finding the exam questions than to spend the same amount of time and ingenuity on studying. Sometimes it is a night



There are always students who think it easier to break into the mimeographing office in hopes of finding the exam questions than to spend the time studying.

watchman who has surprised a would-be thief or peeper, and once a panicky filcher of milk and cookies from the kitchen bashed in the head of a venerable night watchman. Another time, a burglar with infinite patience had apparently worked long and diligently to open a vault that held only a few weathered manuscripts and a blueprint or two. Completely frustrated, and thoroughly disgusted, he left the unopened but muchly battered vault and all his tools behind. In a town of 5000, all this is much excitement, and the fingerprinting and detective work is a source of dinner table conversation for many days. But in my life it's just another headache. When the phone rings at night, all three children bounce out of their beds and tumble over each other to hear the latest. "Is it a fire?" "Is it a robbery?" "Somebody get killed?" They still think it's fun.

While it is a source of pride and real pleasure to every alum when the

announcement goes out that a new building is to go up on campus, to me it means nothing but a succession of conferences with architects and contractors bearing stacks of blueprints into my living room, strikes, deadline worries, muddy clothes and shoes to be taken care of the whole time the job is going up—and finally a dedication at which everybody is present but us. We're too tired from building the thing.

Speaking of strikes, a number of years ago there was a move on foot to unionize the nonacademic staff. For a number of weeks, I felt that something was wrong. My husband was more preoccupied than usual, and his attempts at casual conversation were completely forced. However, I assumed that "this, too, would pass" and was entirely unready for his words on the night when all the maintenance personnel and all the labor organizers were to be together. "If anything

happens to me, all the insurance papers are at the office, and sue hell out of the university." For the first three hours I worried plenty, but after five hours I knew he had been taken for a ride. A half dozen cups of coffee later, he breezed in, happy as a bird. It had taken just that long for the non-academic crew to convince the union that they wanted none of it.

We—and I say "we" because the budget is my worry, too; the boy who is about to lose his scholarship is my worry; the veteran who has graduated and must leave his \$35 or \$40 a month pre-fab and can find neither a house nor a job is my worry, too—we have traced and located runaway girls disappointed in love or sorority, listened to them, loved them and fed them, and watched them return to their rooms calm and rational, if not entirely happy. We have taken veterans and their

wives into our home while waiting for the moving van or because their house in the town to which they were moving was not ready. We have sat up night after night listening to an unhappy professor, secretary or dean. We have wept with the student who has had word that his parents have been killed outright in a plane crash, and we have rejoiced with the newly elected member of Mortar Board, Phi Beta Kappa, or the newly engaged.

We have chaperoned endless dances, cut our most beautiful flowers for open houses, moved out of our house, lock, stock and barrel, for a week in order that a new sorority on the campus might have a place to rush, and, best of all, attended year after year the most beautiful open air commencement exercises held just at sundown that I have ever seen. To be a part of a campus whole is really living,

and, were it not for the hybrid situation in which our family finds itself, would be a perfect life.

It is a rare circumstance to have friends among the faculty wives. Far easier it is to develop a close relationship with the townspeople who are too disinterested and uninformed to ask the pertinent questions that almost always are embarrassing. The wives of the family doctor and dentist, the bookstore owner and the banker have no interest in the salary of a department head, or what down payment the new psych professor made on his newly purchased home. Information regarding these facts and all others like them are the champagne of faculty wives. The knowledge of such intimate details of college living is an elixir that is palatable to the tongue, heady in digesting, and dangerous in excess.

Of course, no business officer's wife ever knows the foregoing answers but, in denying that she does, makes herself out a liar and a nincompoop. Unfortunately, there are always some faculty wives whose friendship you'd like to have, but for safety's sake you must keep merely on the acquaintance list. Unless you've lived in a small town, you may not be able to imagine how difficult that can be. These circumstances apply only in a small university town.

Synonymous with controller is the term "moneybags" in the minds of many students and faculty members, and that connotation is indicative of their attitude toward us. It takes a comparatively few years to acquire the armadillo shell that is one of the prerequisites for being a controller's wife. The other, a sense of humor, I was born with. After a few months of living through sneers, being high-hatted, occasions on which you are completely snubbed, you develop an armor that becomes your uniform. You are friendly but not hurt when your friendliness is not returned; you speak but are not angry when your greeting is overlooked; you accept invitations that are issued by virtue of your husband's position and make yourself comfortable in the presence of the enemy. After so long a time, you even admire your aptness in cultivating an urbanity mixed with just enough friendliness to make each new acquaintance go home saying, "She's interesting; I think I might even like her," and the old ones, "It's too bad they [my husband and I] are in such a profession. I believe



Every new building on campus means muddy boots, stacks of blueprints and a succession of conferences with contractors in your living room.

they *could* be charming." The challenge is invigorating!

Your children, even, are the targets for many arrows, most of them the barbed kind. If, as in my case, your husband has anything to do with the teacher training program in the city schools, you suffer from the mothers' resentment of having their children "educated" by student teachers, and your children suffer from disgruntled teachers who feel they are not adequately remunerated by your husband (not the university) in their rôles of critic teachers. If their mother has found some good buys on the bargain table and if they can wear the ordinary with a flair, the girls encounter from p.k.'s (professor's kids to the uninitiated) and their mothers that perennial remark, "I wish *we* were administrators and could have new clothes!" The youngsters evolved their own answers after a frank discussion of the situation at home, and the usual reply came to be, "You ought to try it sometime. It's fun to be rich." Their philosophical attitude was not born, however, without many tears and hurt feelings.

CAN'T CHOOSE OWN CAR

Even the car we drive is not one of our own choosing. In January 1945 our 1940 Chevy needed new tires, new rings, a complete overhauling and painting job. Rather than spend too much money on an old car, we, as a family, decided to sell it and at war's end get into the bigger car field. At least four of the five of us entertained visions of receiving for it the then fabulous used car prices.

The dream was ephemeral, however, as at this point "Moneybags" insisted on selling the Chevy at the O.P.A. list price instead of indulging in a brief black market spree. After eight months of lugging groceries daily from store to home, snagging rides with friends to parties, to Rotary and to school, we enthusiastically received the news that a new Buick was earmarked for us.

My husband mentioned the fact to the president of the university. You've heard of sudden death, and this was it. "Not at all a good idea for the controller," said he, "in fact the president is the only member of the administration who should be driving a large car." So, in spite of the fact that at least two faculty members were driving Cadillacs and many others had Buicks, Oldsmobiles and Packards, and

some had two cars, we gloomily bought another Chevy and drove it four years.

At one time the head of the department of classical languages was in distress, having saddled himself with too many one and two hour courses, each class having from two to six students. He felt, and rightfully, I believe, that those people majoring in his courses should have the opportunity to study any particular branch of the field that interested them. However, he had no assistant and no one in the university who could assume part of the responsibility.

In response to an S.O.S. sent out by him and the academic dean, I reluctantly accepted an instructorship in five hours of the beginning language. I mean reluctant, too, because while I had a college major in the field, and had taught Latin one full semester the previous year in the high school, I felt that I had a full-time job feeding three teen-agers and a husband three times a day, managing a large house, belonging to various clubs, and doing my part in civic organizations. Then, too, in the back of my mind was a bit of doubt as to whether my acceptance of the job would elicit any criticism from any of the university people. The dean and the department head pooh-poohed such an idea and insisted that it was I who would be doing everybody, just everybody, a favor by acquiescing.

I did acquiesce. And the heavens fell. "Why," it was asked at the university's Woman's Club, "does *she* have to have a job? Why didn't they give it to some one who needs it? Her husband is the controller!" All of which is the same as saying that he's as rich as Croesus with the Midas touch.

MUST BE "NO" MAN

From where I sit in the bleachers, it looks as if the most important job a business manager has to do is to say No and make people like it. The countless requests from faculty, students and businessmen to which an affirmative would mean a violation of the trust placed in him by the board of trustees, he must, more often than not, refuse. Assuredly, it is a difficult position in which to find oneself, and it takes a boundless courage, a sense of moral integrity, and a deep love of duty to say No, when a Yes would make a friend—until the next time. The by-word in our family is "Confucius say, but Daddy say 'No!'"

CAMPUS

GEORGE E. VAN DYKE

Specialist for College Business Management
U.S. Office of Education
Washington, D.C.

MORE THAN ONE AND A HALF BILLION dollars will be spent in the next 18 months on the building construction program of American colleges and universities, according to results of a survey recently completed by the U.S. Office of Education.

In connection with a study of the current building plans of colleges and universities, the Office mailed requests for information late in December to all institutions listed in the 1949-50 U.S. Office of Education Directory, Part 3, Higher Education. By the first of March responses had been received from two-thirds of the institutions in the country in which nearly 80 per cent of the total college student body was enrolled. See Table 1.

Table 1.—Percentage of Colleges and Student Enrollments Covered in Survey

Responses	College per Cent	Enroll. per Cent
Responses received:		
Reporting construction plans.....	35.5	63.9
Reporting "no construction planned".....	30.8	14.9
Total responses received.....	66.3	78.8
No responses received.....	33.7	21.2
Total.....	100.0	100.0

Institutions were asked to report building projects "for which sites, drawings and funds are expected to be available in the next 18 months." An effort was made to exclude from the tabulations figures that obviously should not be included. For example, many projects were listed, with no date for placing the contracts; these projects were not included in the tabulations. Also, many reports included explanatory notes concerning the procurement of funds. Where these notes indicated little probability of the necessary funds being obtained within the 18 month period, the figures were omitted from the tabu-

CONSTRUCTION for next 18 months

is expected to total as much as 1½ billions

lations. The figures reported here-in are based simply on those reported to the Office of Education, with the little editing mentioned.

A total of more than one and a quarter billion dollars of construction was reported by 679 colleges and universities and, if the building programs at the institutions that did not respond to the survey were included, it is likely that the total building programs at colleges and universities in the next 18 months would be more than one and a half billion dollars.

Two-thirds of the construction reported is in publicly controlled and one-third in privately controlled institutions. See Table 2.

Table 2.—Distribution of Construction Between Publicly and Privately Controlled Institutions by Type of Facilities

Type of Facility	Public per Cent	Private per Cent
Instructional.....	72.9	27.1
Libraries.....	82.2	17.8
Housing.....	47.5	52.5
Service plant.....	79.3	20.7
Auditoriums.....	48.9	51.1
Gymnasiums.....	64.1	35.9
Student unions.....	72.1	27.9
Administration.....	52.8	47.2
Multi-purpose.....	54.4	45.6
Total.....	66.0	34.0

The dollar volume of construction reported by the colleges and universities was first tabulated by type of facility; that is, instructional buildings, libraries, housing for students and staff, service facilities (such as shops, warehouses and power plants) for the maintenance and operation of the buildings and grounds, auditoriums, gymnasiums, student union buildings, and administration buildings. As the reports were being reviewed for tabulation, it was found necessary to add another category to include buildings that would serve a number of functions; a category entitled "Multi-Pur-

pose Buildings" was set up for these. See Table 3.

Instructional facilities, as would be expected, constitute the largest single type of facilities needed by colleges and universities. The need for housing facilities in the privately controlled institutions, however, is significant. Because of their urban location, many publicly controlled institutions are not faced with the necessity of providing housing for students; even when the need exists, some of the institutions do not accept the responsibility, as do many private institutions, for providing such facilities. Furthermore, when building programs for housing facilities have been undertaken, publicly controlled institutions probably have been in a more favorable position than have private colleges to obtain the necessary finances, either through governmental appropriations or through loans for these income producing properties.

Another tabulation was made according to the type of project, i.e. new buildings, additions to presently existing buildings, replacement of temporary facilities, and facilities that had been, or were to be, destroyed or razed, and rehabilitation of existing facilities, making them larger in extent or changing their use. See Table 4.

Table 3.—Distribution of Construction by Type of Facilities for Publicly and Privately Controlled Institutions

Type of Facility	Public per Cent	Private per Cent	All Coll. per Cent
Instructional.....	48.5	34.9	43.8
Libraries.....	13.4	5.6	10.8
Housing.....	14.7	31.5	20.4
Service plants.....	3.9	2.0	3.2
Auditoriums.....	1.4	2.8	1.9
Gymnasiums.....	5.1	5.6	5.3
Student unions.....	4.2	3.2	3.8
Administration.....	0.9	1.6	1.2
Multi-purpose.....	7.9	12.8	9.6
Total.....	100.0	100.0	100.0

Table 4.—Construction by Type of Project

Type of Project	Public per Cent	Private per Cent	All Coll. per Cent
New buildings.....	69.0	74.6	70.9
Additions.....	11.2	9.4	10.6
Replacements.....	11.0	13.9	12.0
Rehabilitation.....	8.8	2.1	6.5
Total.....	100.0	100.0	100.0

These figures indicate that the largest proportion of construction is going into new facilities and for the replacement of temporary or other unsatisfactory facilities. Additions to existing buildings and major rehabilitation of facilities are smaller in proportion but still of considerable importance in the building programs on college campuses.

On a time basis, construction at colleges and universities is well distributed over the next 18 months; approximately a third of the total construction reported was under contract as of January 1951, while the remainder is spread over the future periods with less than a sixth of the total program to be placed under contract between Jan. 1, 1952, and July 1, 1952.

This distribution of proposed construction gives weight to the feeling that the figures reported are realistic. If large amounts of "wishful thinking" had been included in the reports, it is likely that large proportions of construction would appear in the period of time farthest in the future.

Apparently, the needs of colleges and universities for additional plant facilities are far from being satisfied. The distribution of surplus property following the close of World War II did much to help these institutions meet their needs; but now, five years after most of these facilities were given to colleges and universities, there still is a large unmet need for buildings. A billion and a half dollar building program is large, even in these days of astronomical figures.



DEPARTMENT HEADS *like all other employees* require proper supervision

IT IS USUALLY TRUE THAT THE greater the variety of occupations in any industry, the greater the task of providing an adequate flow of information to all executive and supervisory levels. This free flow from the top administrator to the workman and vice versa is not only essential but is used as a guide to the efficiency of the total operation. Also it is an important means of counteracting mass or management frustration. Educational institutions have a large variety of occupations, and because of this fact, institutional management differs slightly from management of other organizations where employees are grouped more homogeneously.

If the supervisory program is to reach all persons affected, from the department heads to the lowest supervisory level, a plan must be provided to ensure the same pattern and ways and means to accomplish the following: (1) an easy method for allowing all supervisors to discuss problems of management, such as production methods, grievances and policies affecting their departments; (2) a chance to test personal ideas, to exchange ideas between the executive management and secondary management levels; (3) an opportunity to review standards

and new goals in order to pool experience and combine points of view and thus achieve a united front; (4) a chance to capture group opinions, and (5) a chance to improve employee relations, strengthening the feeling of all employees that they are a part of management.

The executive at all levels must understand and accept his full managerial responsibilities. He cannot excuse his supervisory negligence by pointing to his many other important duties. From the first line supervisor to the president, the problem of administering his assigned duties is a "must." Other work, though important, must be planned around this—it is his most important responsibility. The traditional code of the entertainment world, "the show must go on," is also true of educational institutions. Regardless of executive or supervisory extracurricular activities, the school goes on.

Good administration and good supervision are synonymous in large organizations. Administrative and executive duties extend to the last per-

son having the responsibility to delegate duties to others. Almost daily, thousands of administrative decisions are made with or without the help of top management. The degree of success depends upon the wisdom of the executives and the strength of the supervisory program of the institution.

A sound supervisory program must take into consideration the wants, needs and ambitions of all employees. These needs vary little with the rank of employees or the kind of work performed by the organization. An immature or emotional appraisal of the wants and needs of employees often defeats the aims and ambitions of the executive. It isn't enough for the executive to take into consideration the aims and goals of the institution; he also must think of the personal aims and ambitions of the men and women who are so necessary to produce the end product.

Any good program of management or supervision must give the supervised person the information and attention he needs to perform his job efficiently and with as little effort and

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disturbance as possible. The old simple formula of boss-worker relationship is not only impractical but impossible in modern management. A supervisory plan where multiple management is involved must be so instituted that supervisory practices are routine. The needs of the employee are not so complicated if reviewed in the simple form. The more important needs could be listed as follows:

1. An understanding of the adopted and accepted policies of the institution.
2. Knowledge of changes in program or policies affecting his work.
3. A chance to make his wishes and ideas (grievances) known.
4. An appraisal of his work; in other words, he wishes to know how well he and his department are getting along.
5. A clear-cut knowledge of his responsibility and authority.
6. A definite idea of desired standards of performance.

There are other things, too, in which he is interested, such as equal pay for equal work, opportunity for recognition, and a chance to improve. He must feel that management needs him and is interested in him.

Department heads are employees—they have the same ambitions, the same wants, the same emotional reactions as other employees. They wish to possess a feeling of belonging and to be kept informed, especially by receiving advance notice of changes affecting their departments and affecting them personally. They wish to be promoted and to be given a chance to promote their employees; they would like an opportunity to be heard and to better their position and the efficiency of their departments. They must feel their true importance in relation to the end products. In many of our schools we find more than 2000 employees, so it is easy to understand how complicated and difficult management can become if each employee is to be satisfied on all the points outlined. Yet the degree to which these aims and the needs of the entire staff are met is almost a true barometer of the success of any management program.

It isn't enough to find department heads and supervisors who possess satisfactory technical knowledge. Management wants this and more. Many executives would rather employ a person with doubtful technical qualifications if they can be sure of his ability to get along with people and can offer personal leadership to his group. Other

executives place judgment, cooperation and ability to plan work as prime prerequisites.

Often the important tools for good administration and proper supervision at the department head level aren't recognized as such. At the lower level, the foreman is often responsible for telling, showing, demonstrating and checking each step of the most minute operation. The subordinates are required to do the minimum of job planning and of free thinking. The situation reverses at the department head level. The department head often must operate the greater portion of the time without the aid and advice of his immediate superior. Examples of the sort of tool most essential for a happy and efficient relationship between department heads and their immediate supervisors are the following:

1. A manual of operating policy approved by top management ranks at the top as an aid to good supervision. Often the manual is subdivided in accord with operating units, and in other cases it is actually issued under many covers bearing such titles as "The Personnel Manual," "The Accounting Manual," "The Maintenance Manual," or "The Procurement Manual." Equipped with a tool of this kind, the department head can operate with ease and make intelligent decisions, knowing he has the backing, good will, and understanding of his fellow workers and his superiors, and, more important, that the functions and procedures of his office are understood by all other departments.

2. Another important tool is a clear-cut, well understood, properly adopted, sufficiently publicized organization chart. Like the manual of operating policy, this tool allows each administrator to work efficiently in his area of the total organization.

3. Department heads equipped with a job description that clearly defines their full responsibility and clearly explains the degree of authority extended to them possess a fine tool of management. This is one of the greatest aids ever devised for the supervisor, regardless of level.

4. Another tool is the adoption of staff services (at the top level) that will ensure standard performance throughout the institution. A few examples of this type of service are the central personnel office, the central procurement office, the central administrative services, and the central public relations office. These services when properly understood and properly administered are good examples of planned supervision.

Within the last 20 or 30 years, management has introduced a new form of supervision (or at least has adapted an old form of supervision that was once restricted to top management) to meet many supervisory needs. This new scheme is a well planned management conference program whereby all levels of executives can get together often enough to discuss their mutual problems. The conference method of supervision is recommended to most institutions of higher learning. If used, however, there are cer-

Right: Typical "A" conference. Opposite Page: A "C" conference might well be in charge of the director of operations, himself a member of the "B" conference.





Directors of housing, safety, auxiliary services, and foods in "B" conference.

tain definite principles that must be followed.

The disadvantages of management conferences are many and should be studied. A few of these are:

1. Each executive must spend from two to three hours in conference weekly. One-half of the time he is being supervised, and the other half he spends in supervising others.
2. Each supervisor must reserve two periods weekly of from 60 to 90 minutes that otherwise could be used for other important purposes.
3. The executive is forced to work through others (sometimes considered slow but usually better).
4. Much time should be spent in planning the conference agenda and method of presentation.
5. The cost of producing and filing conference minutes must be considered.
6. The task of reorganization, necessary to use the management conference program, requires much study.

The conference method of supervising is management through small meetings (usually from five to eight persons) at all supervisory levels with each meeting scheduled in advance. These meetings are often called A, B, C and D conferences with the idea that the top level is an A conference, and each administrative level going down the line is designated as another alphabetical level. All problems pertaining to policies and changes are discussed regularly and recorded in the form of minutes.

The effectiveness of the management conference program will depend a

great deal upon the manner in which the conference agenda are planned. Much care must be given to the agenda, the objectives, the method and timing for the program, and the questions to be settled. Since the management conferences at all levels will follow somewhat the same agenda, much time must be expended in order to see that they actually meet the needs of management. The top level conference group constantly must remember that its suggestions, discussions, policy changes, new goals, and findings should generally be passed on to the lowest line of supervision. It also must remember that the discussion is not closed until the entire executive staff has reacted to the problems presented, the response from lower conferences has been reviewed at the top level, and the final minutes have been prepared and issued.

The steps in setting up the management conference program are fairly simple and are as follows:

1. Obtain full approval of top management for use of this method.
2. Discuss the program at all supervisory levels in a training program manner.
3. Prepare a list of all supervisory employees, designating the time, place and the conference that each member will attend.

A typical "A" conference in an institution of higher learning might have the following persons in attendance: president; executive vice president; vice president in charge of the academic area; vice president and

treasurer in charge of investments; business manager; personnel director; director of public information; chief accountant, and director of procurement.

Each person attending the "A" conference would have the responsibility of carrying the information down to his area of responsibility. For instance, the business management group might have the following persons in that conference: business manager as chairman; director of operations; director of housing; director of safety; director of auxiliary services, and director of foods. This would be called a "B" conference and each of the persons attending this would hold a "C" conference.

The director of operations, a member of the "B" conference, would have the following persons attending his "C" conference: director of operations as chairman; superintendent of steam plant; superintendent of grounds; superintendent of transportation; superintendent of maintenance; superintendent of shop; staff engineer, and maintenance office chief clerk.

In the same manner as other conferences, each member of the foregoing group would hold a conference of the employees in his immediate area of supervision. This would be called a "D" conference.

4. Plans should be provided in writing, the purpose of the conference and specific operational procedures of the conference being set up to cover such items as time, subjects to be covered, and the handling of minutes.

5. A continuous follow-up program should be outlined, and, if possible, one top level administrator should be charged with the responsibility of supervising this important method of communication and supervision.

6. Supervisors from top level conferences should occasionally visit conferences at other levels. This is a splendid way of meeting other members of the organization. Care should be taken, however, to inform each visiting supervisor that he comes mostly as a listener, not a participant.

If the management conference program is studied carefully and put into practice with the knowledge that it will require wisdom, training and patience, it should over a period of time provide a means of handling many of management's problems. It cannot be considered a cure to all evils, and, certainly, it will require a great deal of effort. The potential good, however, is worth the effort.

MAJOR REPAIRS NOT A PROBLEM

if you have a reserve program like this one

YOU HEAR IT SAID THAT THERE IS nothing so sure as death and taxes. That is true, as far as it goes, but the business officer, if consulted about the certainties of this life, would be sure to add a third item, namely, extraordinary repairs. Doubtless he would have in mind his experiences in meeting an emergency caused by a failure or breakdown of some essential facility, the repair or renewal of which was necessary immediately for the functioning of the institution. I shall endeavor to treat the subject of how best to bring under control the "out-law" of the budget—plant repairs, that section of the expense accounts that most often is out of line with the budget when the accounts are closed at the end of the year.

It is well to examine what the authorities have to say on the subject. In "Financial Reports for Colleges and Universities," Chapter III, page 31, is found this statement: "Educational plant includes that property used specifically for the educational functions of the institution. The practice of providing for renewals and replacements of this class of property is very unusual. Through a proper program of repairs the life of educational buildings and equipment may be prolonged while major replacements are usually taken care of through new funds for that purpose. . . . Educational plant includes, also, certain service buildings, such as the power plant. It is desirable to make provision for renewals and replacements on this class of property, particularly in privately controlled institutions, although the necessity depends largely on the financial program of the institution."

At Occidental College since 1938, we have found it most advantageous to extend the practice of accumulating funds to cover inevitable expenditures for extraordinary repairs and major renewals not only for the auxiliary enterprises but also for the educational and service plant through annual

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charges to expense for the following reasons:

1. To provide funds for unpredictable but inevitable major repairs and renewals for buildings and equipment coincident with the use of the assets.
2. To make budgeting for plant repairs and renewals more regular, thereby avoiding annoying and wide fluctuations in the repair section of the accounts.
3. To save money by enabling the administration to proceed with major repairs and renewals when it is determined that temporizing or postponing is too costly in dollars and interruptions of good service.
4. To aid in the fulfillment of the institution's obligation to the donor or taxpayer; not to replace the facility when it has served its time but to maintain it for maximum service over its useful life.

REPLACEMENT VALUES OBSOLETE

By 1948 it became apparent that replacement values established 10 years earlier were obsolete, with little prospect that costs would decline. A second study of replacement costs was initiated in the light of our experience with the program, and this resulted in a doubling of the annual sums set aside in these reserves. A significant change in the price level should be reflected in the sums set aside for replacement purposes.

What is the method of determining the annual increment in reserves that will accomplish the objectives mentioned? A schedule is prepared for each building on which is shown, as column headings, the items detailed herein. In the description column the following breakdown of the major repair jobs is given:

1. Repairs on the heating system including radiators, steam or hot water

lines, motors, pumps, fans and other items of related mechanical equipment.

2. Repairs to plumbing system and fixtures.

3. Repairs on switchboards, switches and electrical lines, necessitated by the disintegration of insulation, obsolescence and demands for increased loads.

4. Roofing repairs, including roofing paper under tile.

5. Interior painting.

6. Exterior painting.

7. Repairs on floors and steps, including coverings.

Across the top of the schedule would be headings as follows:

1. Date of construction or previous replacement.
2. Age to date of study.
3. Estimated life as determined by the architect and the plant superintendent.
4. Remaining life.
5. Estimated replacement or repair cost: (a) year—probable; (b) amount.
6. Annual charge (cost divided by remaining life).

Other items could be added to the schedule depending upon the nature of the materials and construction of the building. For example, on two of the original buildings on our campus the architect used cast-stone liberally, which should have lasted as long as the buildings stood. A major repair job of replacing large portions of this stone had to be undertaken at the end of the first 20 years and the remainder was repaired 10 years later. Gift money was used for the first repair work, but reserves were accumulated for the second.

The reserve program should be used to finance only those extraordinary items that cannot be undertaken piecemeal and readily absorbed in the repair accounts over a period of years. Similar schedules should be prepared for boiler room, swimming pool, music department, transportation equipment, and also for roads, walks and utilities. In most institutions instructional and

laboratory equipment can be kept serviceable and augmented through a program of routine expenditures provided for in the annual budget.

As to the investment and use of the reserves created for extraordinary repairs and renewals, one would expect the members of the governing board to insist that the funds should be invested, probably in government bonds with maturities coordinated with the probable date of required expenditures, and that periodical reports be made of the use of the funds. From their detached and therefore broader view of the finances of the institution, they are likely to hold that reserves should be built up by detailed budget charges but used as, when and where

needed, realizing that the most careful estimates of requirements are bound to overprovide in some cases and underprovide in others.

To use an extreme example, if an earthquake, for which we carry our own insurance, should damage our buildings, any or all of the funds in the repair reserves could be used without reference to the fact that no specific funds were accumulated for that particular hazard. In other words, the continuity of the institution is more important than following preconceived plans.

In conclusion, the program advocated here provides for the systematic accumulation of funds to cover major and inevitable repairs, the undertaking

of which greatly prolongs the life of the asset. The plan is a financial device for spreading the cost of the major repairs over the period during which the assets are used and the benefits therefrom are enjoyed. It might be thought of as establishing a middle ground, based on a carefully prepared forecast, between the commercial practice of setting up depreciation reserves for the complete replacement of the asset and the practice of ignoring depreciation for educational plants. Whatever practice is followed, the total outlay for repairs of a building over its full life should be less when funds are on hand from annual accessions rather than depending on special financing when an emergency threatens.

BUYING ON TODAY'S MARKET

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THERE ARE SEVERAL SCHOOLS OF thought about buying on today's market. First, let us take a fast look at today and try, as nearly as possible, to be detached or impersonal about it. Until a final decision is reached with right triumphing over might, we are going to be at war and operating in a war economy. To bring that thought to the immediate level of the colleges and universities it becomes increasingly obvious that one of the principal supports of the way of life we all hold dear, higher education, is fighting for its very life. It is going to be a case of the survival of the fittest.

Some authorities estimate that 20 per cent of our colleges and universities may, because of financial difficulties, be forced to close their doors. Nor will the elimination of 20 per cent of the competition make things easier for the survivors; for higher education, unlike commerce, does not markedly compete for the buyer, in this case the student.

The business officers, as usual, are going to be asked to pull the rabbit out of the hat. One of the several fields

From a paper presented before the Southern Association of College and University Business Officers, Chattanooga, Tenn.

where very tangible, and immediately tangible, results may be obtained is in purchasing. I believe that more results can be obtained here than in other phases of the work.

The first principle to be observed is the determination to stick to the tenets of good purchasing. The point to be emphasized, however, is the determination to stick to tried and true techniques and not be panicked into an unwise expenditure by some glib tongued salesman who implies that if you do not buy now the merchandise won't be available next week. If you can make yourself informed, ahead of time and from unbiased sources, your judgment of a salesman's or department head's claims will be fairly authoritative. Where, you ask, will I get this information?

SOURCES OF INFORMATION

There are, of course, as many sources as there are kinds of information. One source, which covers a multitude of items or, at least their major components, is the *New York Journal of Commerce*. In addition to covering most of the basic components of items we buy, it also publishes the various governmental rules, regulations, prior-

ity and allocation orders. In addition, and of special interest to multiple function men, is a section devoted to insurance and another to bonds and stocks.

Many trade associations have publications you may obtain. Not to be overlooked are certain governmental sources, mainly publications of the Department of Agriculture and the Department of Commerce. One fertile source, frequently, is your board of trustees. Many of the members have splendid connections they would feel complimented to put to use. Certain sales representatives, in whom you have confidence, can be most helpful. Most institutions have faculty members who are excellent sources of information. This is not necessarily restricted to the technical schools. The point here is that while this is something we all know *should* be done, it now becomes something that *must* be done.

In addition to the usual reasons for a thorough knowledge along these lines, our present situation makes it mandatory for two additional reasons. In many instances one component of a product will be of a critical nature though all the rest may be available. A good example of this is outdoor

white paint. The best of these use titanium dioxide as a pigment because of its whiteness, hiding power, and certain other characteristics. Titanium is critical and some substitutes will have to be found. White lead is not necessarily the answer since lead itself is critical. You should know what may be available and the relative effectiveness of the various substitutes in order to judge, properly, what will be the best and most economical buy.

The second extra reason for a thorough knowledge of basic components is the matter of substitutes. As of now, it would appear we'll have to use even more substitutes than in World War II. If we get into an all-out, multifronted war we are faced with that for a certainty.

Don't miss the little items, frequently buried on the back pages, that are indicative of increased industrial capacity, new sources of basic raw materials. These are the little pieces of the puzzle that many miss. Discuss with the requisitioning users the problems of obtaining the items they need and get them to suggest substitutes.

SOLICIT OPINIONS

When a possible readily available and, it is hoped, more economical product comes to your attention, solicit the opinions of those on your campus who could use it. If the user can be persuaded to ask for the substitute, its acceptance is obviously eased.

You may agree that all these ideas have merit to a greater or lesser degree but you haven't the time. In the hundreds of college business offices I have seen I've never seen one that was over-staffed—quite the contrary. Your working day must be budgeted and in no phase of business office operation is this more vital than in the buying function. It would pay you to make an analysis of your purchases with the thought in mind of discovering:

1. Total expenditures expressed in number of dollars and purchase orders.
2. Classification by product or group of products expressed in dollars and purchase orders.
3. Estimation of time spent on each group established under Item 2.

The results will amaze you. A medium sized New England university, where the idea originated, has reorganized its entire scheme of buying, including the amount of time spent interviewing certain salesmen, the use of blanket orders on certain items and in certain departments plus a change

in the technic in ordering and stocking in central stores. Here is real pay-dirt. It is applicable at any time but most especially now. An article describing this technic was published by COLLEGE AND UNIVERSITY BUSINESS in February 1951 under the title of "How Should the Purchasing Agent Budget His Time?"

Let us look now at what we may expect in the way of prices and availability of certain specific items.

Prices are, of course, frozen. There is also the possibility of an increase in freight rates. My strong opinion is that any changes in price on most items will be up. This does not apply to food, however. Prices here could and should come down but an election is not too far off and the farm bloc has lost none of its potency.

Office furniture of steel is becoming increasingly scarce and, until the steel situation changes, will become more so. Steel office chairs are in easier supply than are desks or files.

Office furniture of wood is in big demand because of the difficulties of the steel industry. Aside from a delay in delivery it would appear that wooden desks, chairs and tables should be available in most models although typewriter desk mechanisms and chair irons, for swivel chairs, will cause difficulty.

Residence hall furniture made of steel is in tight supply and getting more so. As might be expected, the situation in wood dormitory furniture is much easier. As a money-saving idea, insist that those who are responsible for the final decision on styles stick to standard items. One word of caution on residence hall furniture—spring steel, such as is used in bed springs, innerspring mattresses, sofas and overstuffed chairs, is hard to get. Mattresses are hard to get, and it is believed the situation will not improve until the 1951 cotton crop is on its way to market.

Sheets and pillow cases, at the moment, are hard to find and it appears that they will be in short supply for a long time.

Plastic dishes are in fair supply.

Plated silverware and stainless metal flatware are getting difficult to buy, and this industry is particularly vulnerable to restrictions.

Detergents should present few difficulties in spite of chemical restrictions, but watch for formula changes that might change effectiveness. The carnauba wax situation is tense but not

yet critical. However, containers are critical. It is expected that seals, both penetrating and surface, will remain in adequate supply.

There is a critical situation in paints and brushes. Certain vehicles and pigments are critical and we may have some emergency formulas. Order now for any summer rehabilitation program. Those who paint brick or cement using a chlorinated rubber base paint most assuredly should order their supplies now. The bristle brush situation has reached the point where it practically isn't! Change over to nylon brushes.

Incandescent and fluorescent lamps require a multiplicity of critical items, such as tungsten, copper, brass, pyrex glass, lead phosphorus and paper. I am advised that the government is wrestling with this problem. You can, and should, use DO-97 on your lamp requirements now.

ENSURE PLACE IN LINE

In regard to office supplies, the government has ordered certain set-asides on various types of papers. These set-asides do not necessarily mean that nongovernmental supplies will be cut 10 or 15 per cent but they surely do mean that paper will be hard to get. Certain grades of paper used as a base for carbon papers is very short, but it is believed that carbon papers as well as ribbons will continue to be available on a delayed delivery basis. The same applies to stencils. Certain components are of a critical nature and you should, again, use DO-97 to ensure your place in line.

Basic stock for file folders is one of the items on the set-aside, but folders of some nature will be available. The vulnerable items in filing supplies are the guides and other items using metal tabs, grommets and the like. Review your requirements along these lines.

To summarize, it is my belief that in buying on today's market we should:

1. Stick to the tried and true principles of purchasing and refuse to be rushed into unwise purchases.
2. Become better informed on the products, including the basic components thereof, especially as to their present and future critical status.
3. Develop economical substitutes where possible.
4. Analyze purchases with a view to budgeting purchasing time, and thus have enough time to spend on the most important purchases.

Making the most of **BOOKKEEPING MACHINES**

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FEW COLLEGES AND UNIVERSITIES today do all of their bookkeeping by hand methods. We have slowly learned from modern business the many advantages of mechanized bookkeeping and the necessity of controlling expenditures, analyzing costs and making budgets. There are few colleges and universities today that do not prepare some kind of a budget, yet far too few of those that do prepare budgets actually tie spending to it in the way mechanized bookkeeping makes possible.

Some years ago, I had occasion to examine the bookkeeping system of a fair sized private university that had installed mechanized bookkeeping at the beginning of that school year. I was disappointed to see the limited applications to which several expensive machines were put. The purchasing department kept a 4 by 6 inch card file, hand posted, by which it attempted to relate purchasing to the various departmental budgets. Modern bookkeeping machines are ideal for the application of budget control. The methods and form may differ somewhat with the capacity of the machine, the information desired on the appropriation ledger, and whether or not appropriations are encumbered from requisitions, purchase orders or approved invoices.

The impact of the current international political and military situation upon the operation of colleges and universities is spelled in decreased income, increased material and labor costs, lengthened delivery time, and shortage of competent help. Today, more than ever, college management needs accurate current facts with regard to its operation. It needs them quickly and without extra expenditure for clerical and bookkeeping help. Any intelligent employee of a college or university can quickly learn to use a bookkeeping machine under proper supervision.

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A college or university that is not using its bookkeeping equipment for budget control is not doing the best possible job in managing its affairs. The object of any system of accounting, whether it is the old-fashioned hand written record, the typewriter bookkeeping schemes with their multiple carboned forms, or the punched card method, is to provide accurate facts that enable management to make the right decisions at the right time. In my judgment, that system is best that provides the information needed most accurately and quickly, when needed, with a minimum of cost. When you have such a system you have control, and, with good judgment in the exercise of that control, you have good management.

MULTIPLE REGISTERS BEST

Ideally, to do a good job of controlling expenditures by the budget method, the bookkeeping machine should have at least six registers, and preferably more, because it enables the operator to keep all related facts regarding a particular expense account on the same sheet. (See Forms 1 and 2 on p. 31.) This arrangement saves paper, operator's time in posting, and the controller's time in reviewing accounts. The entries are tied to the original source by the voucher number, invoice or purchase order number, as desired. Another advantage, I find, is that the whole sheet or sheets can be photostated cheaply for use as departmental statements or for study by the administration.

Bookkeeping machines are flexible in their adaptation, but unfortunately many of the salesmen representing makers of mechanized equipment are more familiar with commercial applications than with college budget applications, with the result that the college business manager often is without the expert help he needs. This should not deter one because this help can be had from the company selling the equip-

ment, as well as from schools that have installed budgetary accounting.

The budget method of control, like anything else, is subject to the application of common sense. Form 2 represents a scheme of budget control with a four-register bookkeeping machine. It involves the same operation as shown on Form 1 using four registers instead of six. It requires a separate month-end operation to make journal entries and to print a budget balance. This has some advantages over Form 1, in that it is faster and eliminates the need for constant adjustment of differences between purchase orders and invoices. One simply picks up the unpaid orders at the end of the month, adds in the expenditures to date and deducts these from the total budget allocation. The ledger sheet at the end of the month, then, not only shows the expenditure to date but also unpaid commitments and the budget balance available for expenditure. No further postings are necessary.

During the month the free balance may be calculated mentally or manually on the requisition, as on Form 3. This is done before approval of the purchase. Budget allocations are encumbered by purchase orders on both Forms 1 and 2. The purchase orders are cancelled by the voucher payment. Adjustments are made on the final payment for differences between the purchase order and the invoice. Purchase orders and vouchers are posted to the same ledger sheet.

In fact, budget control, tied directly to purchasing, is a *must* in the operation of today's college or university, regardless of its size. With a little planning and ingenuity it can be worked out on any type of mechanized bookkeeping equipment. If the institution has no equipment at all, then it should procure such equipment, for it will return in savings on labor alone more than a comparable investment in stocks or bonds. More than that, however, it gives management the control it needs for efficient operation.

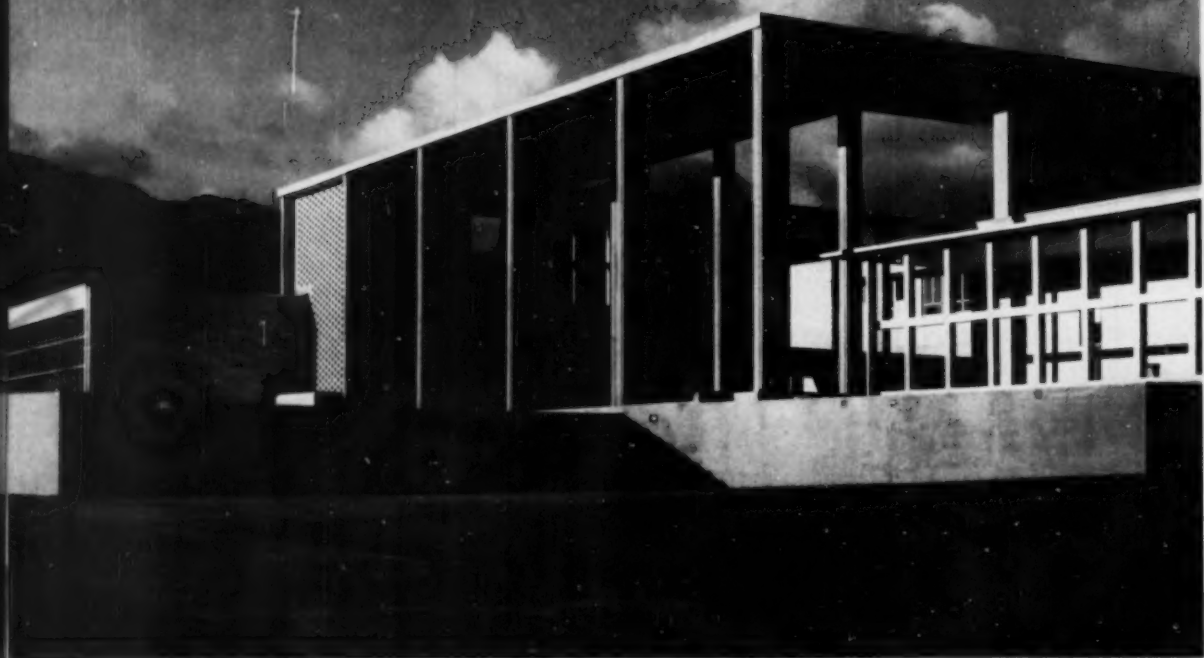
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Figure 2

APPROPRIATION AND EXPENSE REGISTER

PROJECT DATA		BUDGET DATA		ACTUAL DATA		VARIANCE DATA		PERCENTAGE DATA		STATUS DATA	
PROJECT ID	PROJECT NAME	BUDGET ID	BUDGET NAME	ACTUAL ID	ACTUAL NAME	VARIANCE ID	VARIANCE NAME	PERCENTAGE ID	PERCENTAGE NAME	STATUS ID	STATUS NAME
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002	PROJECT BETA	002	BUDGET BETA	002	ACTUAL BETA	002	VARIANCE BETA	002	PERCENTAGE BETA	002	STATUS BETA
003	PROJECT GAMMA	003	BUDGET GAMMA	003	ACTUAL GAMMA	003	VARIANCE GAMMA	003	PERCENTAGE GAMMA	003	STATUS GAMMA
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005	PROJECT Epsilon	005	BUDGET Epsilon	005	ACTUAL Epsilon	005	VARIANCE Epsilon	005	PERCENTAGE Epsilon	005	STATUS Epsilon
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008	PROJECT Theta	008	BUDGET Theta	008	ACTUAL Theta	008	VARIANCE Theta	008	PERCENTAGE Theta	008	STATUS Theta
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015	PROJECT Omicron	015	BUDGET Omicron	015	ACTUAL Omicron	015	VARIANCE Omicron	015	PERCENTAGE Omicron	015	STATUS Omicron
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023	PROJECT Psi	023	BUDGET Psi	023	ACTUAL Psi	023	VARIANCE Psi	023	PERCENTAGE Psi	023	STATUS Psi
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100	PROJECT Delta	100	BUDGET Delta	100	ACTUAL Delta	100	VARIANCE Delta	100	PERCENTAGE Delta	100	STATUS Delta

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FRONT VIEW

Blend of airiness, grace and dignity in University of Hawaii's new

ADMINISTRATION BUILDING

THE UNIVERSITY OF HAWAII'S administration building, completed in December 1949, is something new and different in college architecture. So-called "Hawaiian modern," the building is the product of thoughtful consideration of Hawaii's climate and geography and the university's expanding need.

The building, styled for indoor-outdoor life and work, is located in cool green Manoa Valley, Honolulu. It stands against the magnificent backdrop of the Koolau Mountain range and overlooks the Pacific Ocean from the familiar promontory of Diamond Head to far-famed Waikiki and the approach to Honolulu Harbor.

THOMAS NICKERSON

Director, Office of Publications and Information
University of Hawaii

The building has elements of classic simplicity, stemming from its clean-cut lines and the central *lanai*, or court, flanked by dramatic colonnades rising to the full height of the two-story wing.

The structure houses the 70 administrative staff members who serve the university's 5000 students. Located at the lower end of the campus, the building faces Founders' Gate and forms an

impressive entrance to the university. There are 51 rooms, storage space, and four reinforced concrete vaults. On the first floor, in a five-wing functional grouping, are the office of publications and information, admissions, the registrar, business, and student personnel.

The various wings on the first floor are connected by porticos. Although not practical in a changeable climate, this arrangement is ideal in Hawaii.

REGENTS' ROOM

Traffic through the building is reduced to a minimum. Students may register without even entering the building proper, as the registrar's office is equipped with counters under open windows. And the porticos protect registration lines from the showers of liquid sunshine for which Hawaii is noted.

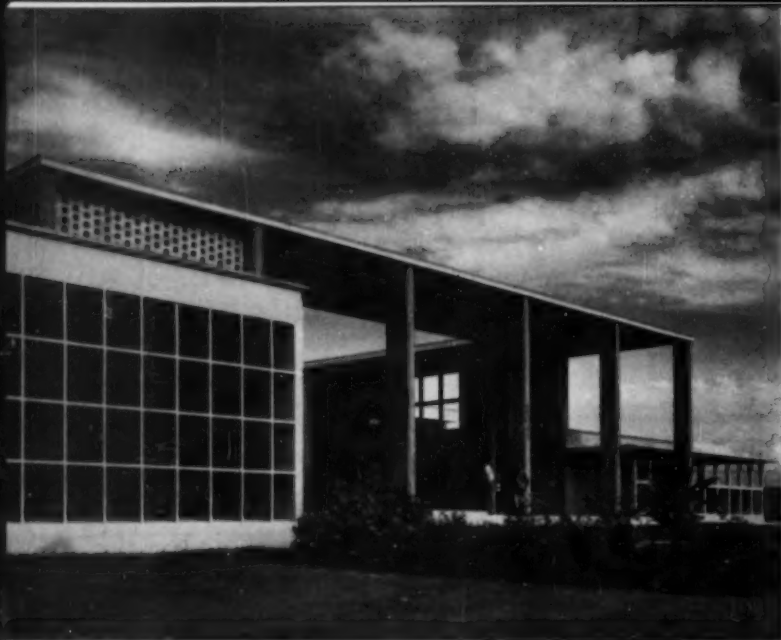
The two-story lobby in the main wing is fronted by glass from the floor clear to the roof. There is a cantilevered stairway curving up to the second-floor balcony. At the foot of the stairs is a column cased in aluminum; bannisters also are of aluminum. Under the stairway are plantings of white anthuriums and begonias. The lobby is dominated by a 9 by 28½ foot fresco, painted by Jean Charlot and depicting the symbolic relation of man to nature in ancient Hawaii.

The main lobby opens directly onto the *lanai*, an indispensable in Hawaiian



FOYER





ADMINISTRATION BUILDING

architecture. The *lanai* is flanked on four sides by columns of imitation sandstone veneer over reinforced concrete. It is planted with tropical foliage—native Hawaiian palms, taro, kahili ginger, and honeysuckle.

On the second floor, removed from the offices having daily traffic with large numbers of people, are the rooms of the president, regents, most of the deans, and the stenographic offices. The regents' room, which occupies one end of the second floor, is handsomely paneled in native koa wood. One side of the room is of glass and presents a sweeping panorama of the entire campus with its semicircular background of rugged mountains. Adjacent to the regents' room is a kitchen. The president's office, likewise paneled in koa, also commands a mountain view.

A blend of airiness, grace and dignity, the building is a striking contrast to architecture determined by climatic and spatial restrictions that call for vertical elongation and horizontal compression.

The architects were Philip Fiske, Allan Johnson, Vladimir Ossipoff, and Alfred Preis. Mr. Ossipoff served as coordinator.

Scheduled for completion in September is the university's million dollar chemistry building.

CONSTRUCTION DETAILS

CONSTRUCTION: Entirely fireproof. Exterior, hollow tile and cast stone. Framing, reinforced concrete and open web steel joists. Partitions, light metal lath plaster. Windows, steel casement sash of the awning type. Doors, steel casement ceiling-high sliding glass front.

FLOORING: Reinforced concrete slab with cork tile in corridors and asphalt tile in offices. Lavatories, ceramic tile.

WALLS: Hollow tile plaster, painted cream, green or yellow. Regents', president's and dean of faculties' rooms, paneled in native Hawaiian koa.

ROOF: Flat.

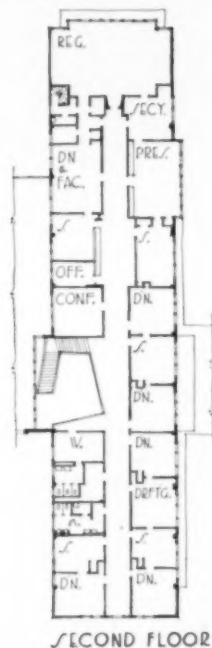
CEILING: Acoustic plaster throughout—blown on with power gun and tamped to $\frac{1}{8}$ inch thickness.

LIGHTING: Indirect fluorescent ceiling throughout.

COST: \$411,604, or \$1.64 per cubic foot.



FIRST FLOOR



SECOND FLOOR

Starting from scratch on a **JUNIOR COLLEGE**

RICHARD WILKES
Public Relations Director
Flewelling & Moody, Architects
Los Angeles

JUNIOR COLLEGES, IN MANY CASES, have to be satisfied with the scraps left on the table in their school area. They acquire a worn-out building left by a high school or college moving to new quarters or use makeshift buildings.

In Santa Ana, Calif., however, the school district has provided a long-range building program to put its high-ranking junior college into a class by itself.

Shucking itself of the ivy-covered, traditional buildings it has occupied on the main street of the city, the school board selected a completely new site outside the downtown area, completely surrounded by orange groves. The location was chosen because of space (so the school could spread out as it chose), a desire to abandon downtown congestion, land values in the undeveloped location, and its ideal relation to the prospective future growth of the district.

Having shorn itself of its outmoded buildings, the school was ready to take on its functional contemporary design, befitting its hopes and ambitions for the future. We found a definite integration of thought between the educator whose approach to education is "contemporary" and the architect whose approach to his calling is "contemporary." In Santa Ana this resulted in a meeting of minds, giving the citrus area one of the most advanced of junior colleges.

Campus property consists of approximately 50 acres of level land. Portions of it are now planted in



Top: Administration unit, showing classroom wings at the far left.
Right: Floor plan of the administration building.

citrus, and it is proposed that many trees can be used in the development program, both as part of the landscaping and for work in connection with classes in citriculture.

The site plan envisions an ultimate enrollment of 2500 students. Parking space is provided on the site for approximately 800 cars. An interior campus road is a service drive only, used by students and the public on special occasions only.

In planning the school, the architects grouped the auditorium, student union, cafeteria and certain athletic facilities so they could be used effectively as a community center. Building groups have been arranged to reduce traveling time between classes, and at the same time to give full benefit of the spaciousness desired.

An outstanding feature of the one-story, small-unit classroom and service buildings is that the feeling of the outdoors can be brought into close relation with the interior itself. This, and the development of the outdoor corridor, gives the school plant a distinctive flavor and flexibility of both design and use.

The open-air corridors of the buildings tend to cut down student tensions, which are increased by mass conges-

tion. There is an ever-present feeling of the outdoors, even in the classroom or office. In an attempt to arrive at a simple solution to the problem of student congestion, a covered (skylighted) open-air locker area has been provided.

CONSTRUCTION DATA

WALLS: Reinforced brick masonry with waterproofing brush coat on exterior and lead and oil paint on interior (no plaster anywhere).

FLOORS: Concrete slab on fill with asphalt tile floor covering.

ROOFS: Built-up gravel surface composition roofing over wood deck on steel joists.

ACOUSTICS: Spray-coat type of acoustical asbestos fiber on ceilings and some walls.

HEATING: Gas-fired forced hot air system. Each building has its own unit. Owing to the comparatively low temperature range no air is recirculated. Temperature is thermostatically controlled and system produces four complete air changes per hour.

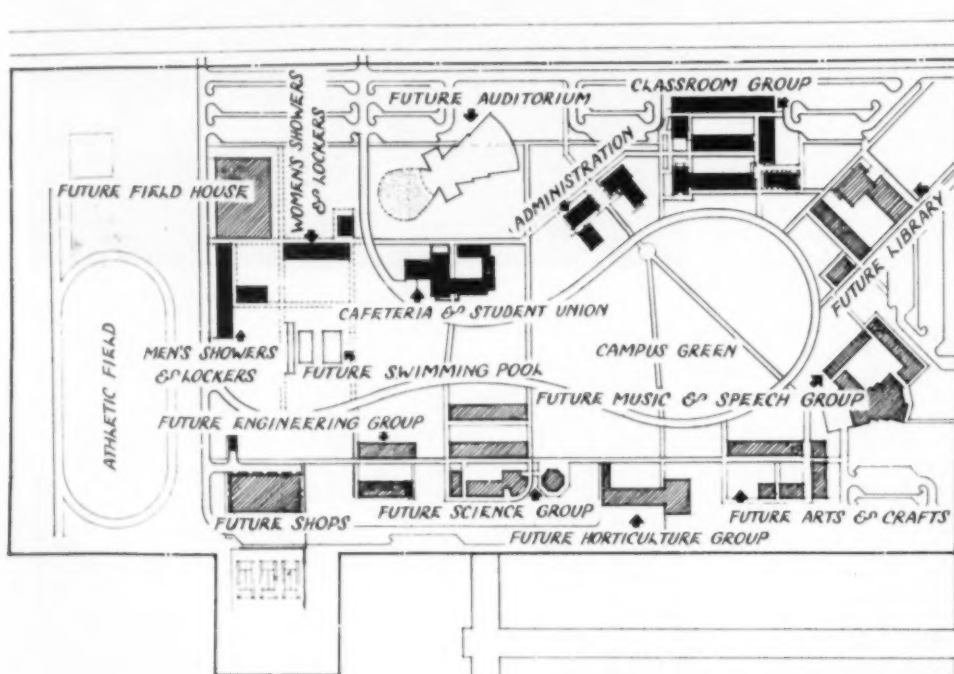
GENERAL DATA: No interior hallways, except those needed to link offices in the administration building, rooms being protected from direct sunlight by 10 inch overhang, serving as cover in passageways. Window trim and door trim, fir. Cabinets, chairs and seats, birch or white oak. Ceilings in classrooms are 16 feet high, windows being 16 feet at high point. Windows on north side, 13 feet high; on south side, 8 feet high. All curbs and roads are in; all underground facilities are in, stubbed out and capped to future building locations.

We feel we are now in a period of progress in school planning because the educator and architect alike are taking into consideration the advancement of teaching principles. We are beginning to analyze how we can help make it easy to teach and easy for students to learn. If teaching ideas are sound, then the school building should conform to the ideas; the ideas must not be forced to conform to building limitations.

Present completed buildings on the site at Santa Ana include: administration building, classroom quadrangle, student union, cafeteria, women's field house, men's field house. All others indicated on the site plan are in the future development program.

Future buildings will include: gymnasium, science group, science laboratory, shops, music and speech (little theater), arts and crafts group, horticulture and citriculture, swimming pool and community facilities, auditorium and outdoor amphitheater.

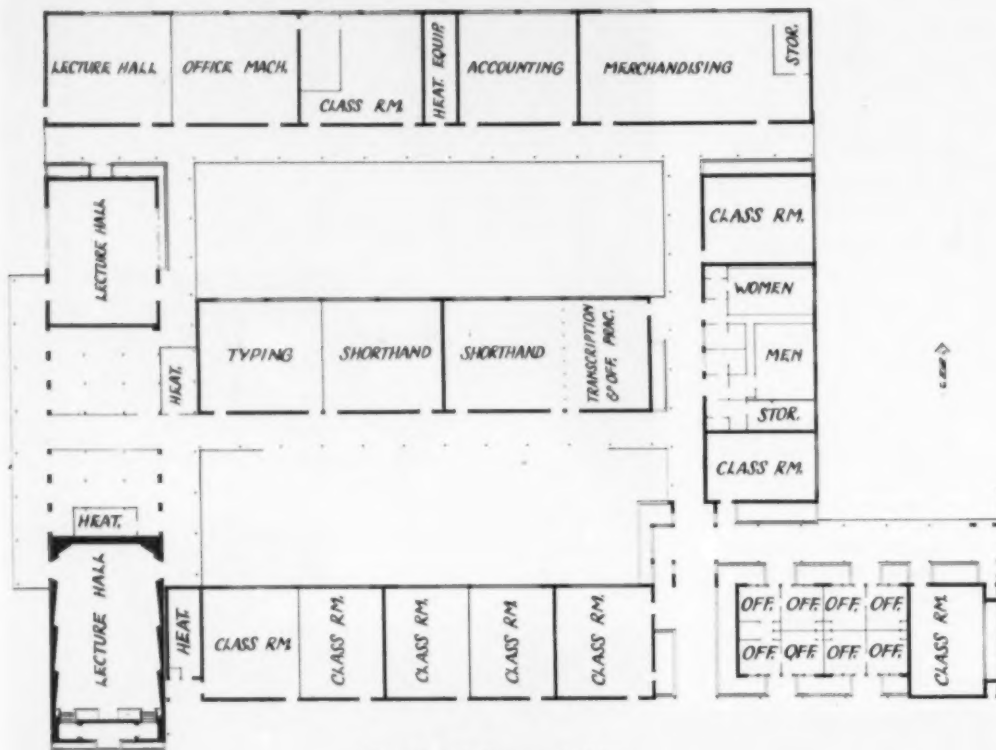
Structurally, the buildings are indigenous to the region. The earthquake of March 10, 1933, which leveled so many buildings or left them unusable, resulted in the use here of reinforced brick masonry. In school buildings, it resulted in widespread acceptance and





Right: Cafeteria and student union building.
Above: The floor plan.
Below: Student union hall with pitched ceiling, fluorescent lights flush with the ceiling.





Floor plan of classroom building.



Left: Main lecture hall.
Below: Interior view. All walls and ceilings are serrated, providing maximum acoustical efficiency.



use of one-story structures. It is probably fortunate that it did, for this type of building gave impetus to the educators' desire for spaciousness.

At Santa Ana, using reinforced brick masonry throughout, the steel reinforcing runs both directions in the center web between the outside and inside withes of brick, embedded in a $1\frac{1}{2}$ inch thickness of concrete. The average core test on this type of work produced an average load-bearing value of more than 2000 pounds to the square inch.

The use of prefabricated metal roof trusses effected considerable savings in labor costs. The trusses were put in position by use of a crane and dropped over anchor bolts previously placed in reinforced concrete or steel bond beams.

The classroom group lecture hall is noted especially for the degree of acoustical perfection. Its lighting is all indirect; there are facilities for projection, and special lighting facilities are available for demonstrations.



Outdoor locker area has flush light fixtures and overhead daylighting.



Classroom wing, showing an entrance from each room on to an enclosed yard.



PLACEMENT *is a service*

FREDERIC A. WYATT

Director of Alumni Relations and Placement
Union College, Schenectady, N.Y.

FRANCES TRAVIS

Recorder and Supervisor of Student
Employment Bureau
Union College, Schenectady, N.Y.

Placement Bureau of the Graduate Council Wells House UNION COLLEGE Tel. 4-4109 Schenectady, New York				Attach photograph
Class _____ Date of graduation _____		Name _____ College Address _____		
Home Address _____ Tel. _____		Mail Box _____ Tel. _____		
Degree _____ Major _____ Minor _____ Index _____		In what occupation are you chiefly interested? _____		
For what other work will you be qualified? _____				
Are you certified to teach in New York State? _____				
Work experience —				
Full time employment _____				
Part time employment _____				
In military service _____				
Available for work on (date) _____				
Geographical preference _____				
Special abilities (such as trades, radio, typing, shorthand, music) _____				
Do you read and speak any foreign languages? (list and state degree of proficiency) _____				
1 Names of two faculty members who are acquainted with your work _____				

Please see Reverse				

Simple application form like the above is filled in by each student.

THE LAST 25 YEARS HAVE SEEN AN increasing recognition of the necessity for placement work. The most successful plan is a full-time administrative office devoted to the program. While collegewide in interest and needing the support of students, faculty, staff and alumni, it should be the responsibility of a director, with at least one assistant for each 400 registrants.

The placement officer usually has faculty status and is responsible to the president. In addition, he will be working in close association with the admissions office (for it selects the students who will eventually be his candidates for employment), and with the dean, the alumni secretary, and the registrar. A faculty committee composed of one representative from each department is a helpful adjunct.

A well integrated placement program carries much weight with secondary schools and is an asset to its institution, from admissions right through to alumni relations. On some campuses the placement office is asked to screen personnel for the college staff. Duties of this nature add to the practical aspect of placement and enable the office to view it from both sides. It should be pointed out that placement is an advisory service, open to all, without expense to the individual, and without guarantees on the part of the college.

The subject divides itself into three parts:

1. Student Employment. This means the difference between college or no college for many a young person.

2. Undergraduate Counseling. In the

**that both the students
and alumni will
really appreciate**

first three years of college there should be discussion and advice on careers.

3. Senior and Alumni Placement. In the senior year the investigation becomes intensive. After their graduation young alumni who have not obtained satisfactory employment should be invited to keep in touch with the placement office; a second group, longer out of college, may be in search of better positions. The service should be available to all.

STUDENT EMPLOYMENT

Union College has probably had some type of student employment since 1795, for Eliphalet Nott (who presided over Union for 62 years) had students about his campus home engaged in "menial tasks."

In later years the faculty and staff helped out, until in the 1930's the college set up an organization in as simple and inexpensive a manner as possible. The system then devised now enables the college to say to any student that he may enter, and need not leave for financial reasons, if he is able to carry on a part-time work program. The student employment bureau is located in the recorder's office; the recorder is the part-time director and integrates the work with her regular duties. The records office is an ideal location for such a bureau. Detailed records—background, experience, tests, grades, disciplinary action—are immediately available.

In the spring the student employment office takes a simple application form from all students. Early in the summer, the director consults with the

UNION COLLEGE

Class Graduating June, 1950

KENNETH CURTIS HECKLER

COLLEGE ADDRESS: Delta Phi Fraternity, 1241 Lenox Rd., Schenectady, N.Y.
Reference Address: R.D. 7, Scotia 2, New York

EMPLOYMENT DATA:

Employment desired: Management in Production Chemistry
Experience: Summers: 1944 - 1945, June - Sept., Green Keeper at Edison Golf Club, Westford, N.Y., 1946, 1947, 1948, and 1949, June - Sept., Ann. Foreman and Truck Driver for Foster L. Heckler, R.D. 7, Scotia 2, N.Y.; Sept. 1948 - March 1949, Laboratory Ass., Union College
Percent of college expenses earned, exclusive of G.I. Bill: 20%
Scholarships, grants-in-aid, etc.: Rice Grant-in-aid

EDUCATION:

Degree: B.S. (Chemistry major) June 11, 1950
Secondary school: Burnt Hills, Ballston Lake Central High School, 1946

EXTRA-CURRICULAR:

Activities: Band, 3 years; Advisory Committee, Delta Phi Fraternity, 2 years; Chemistry Club, 2 years; Freshman Advisor, 1 year; House-boys Play House, 1 year; Intramural Sports, 2 years
Fraternity connections: Delta Phi Fraternity

PERSONAL DATA:

Date of birth: December 9, 1929
Height: 5' 9" Weight: 160
Marital status: Single
Hobbies and special skills: Dance Bands (2 years of Trombone), Skating, Hunting, Fishing, Camping, Acting

Prepared and presented by *Kenneth C. Heckler*
For further information write The Placement Bureau, Wells House, Union College, Schenectady, N.Y.



A good qualification sheet, with the applicant's photograph attached, is most effective. Prepared by the senior, it is reviewed by the placement office.

admissions office about the freshmen who will need jobs and in September interviews the students.

The director then surveys the resources, among the faculty and in town. Obviously, the location of the college plays an important rôle in the ability of the institution to provide financial assistance. Union College is situated on a quiet hill above an industrial city of 100,000; once the need was made known to the community a steady flow of jobs has been the result. Colleges in small towns and nonindustrial areas can still look to the community as an extra resource for help and must make the town conscious of its ability to help the gown.

It is therefore wise for the director of an employment bureau to take an active part in civic affairs and to appear before service and educational organizations of all types to tell his

story. The groups will listen and help. This is merely an initial assignment for the director and does not necessarily mean yearly visits, but it is always up to him to keep the availability of his student help before the community. The press will cooperate and carry human interest stories.

This type of public relations program has been the most vital factor in establishing student employment here. During the depression of the Thirties, the matter of providing students with small odd jobs about the home was carried to the housewives of Schenectady. This program alone resulted in the assignment of more than 1200 initial odd jobs to students in the academic year 1949-50, ranging in rates from 65 cents to \$1.50 an hour. Contacts with industry and business last year yielded, directly through this office, 60 part-time jobs. The two

NAME	DATE		
	SR	UE	SEP
COLLEGE ADDRESS	Class:	Grad:	
Tel.	Degree:		
HOME ADDRESS	Major:		
	Index:		
Tel.			
PREFERRED FIELDS			
EXPERIENCE: 1. Civilian			
2. Military			
Employment Secured			
Married	Children	AR	ER

Each alumnus should have his name on file with the placement office.

Firm:	Date:
Address:	Tel:
By:	Title:
Particulars:	
Alumni with Organization:	
Literature	Stencil
Visited by Union:	Visited Campus

The placement office should maintain cards on a variety of companies.

large industries in Schenectady, the General Electric Company and the American Locomotive Company, always hold certain part-time jobs for students.

Colleges afford a work program on the campus through their dining halls, residence halls, and grounds and buildings maintenance. Fraternities provide several full-time board jobs yearly. We have a funded "grant-in-aid" program, which last year supplied 87 jobs, paying from \$100 to \$300 a year; and for this students work 12 hours weekly in the college offices and workshops.

Other avenues developed are a baby-sitting service; skills from the magician to the carpenter; campus agencies for newspapers, laundries, dry cleaning, and sales. Each fall we

contact faculty and local families about housing students in return for a certain number of hours' work each week.

A student employment bureau, however small, must have a vocational guidance aspect. At Union College an attempt is made to dovetail a student's past work experience and his vocational aim with the job assigned. As part of this program of guidance, the director speaks to the students in a general assembly in the fall and brings before them their responsibility if they participate in the work program. We believe the students have a responsibility, and feel that they can spread the name of their alma mater effectively by being courteous, punctual, faithful and honest in the part-time

job. We make this an emphatic part of our program. Job assignments are followed up by personal telephone calls and letters, and the replies are made a permanent part of the student's record.

While Union College has been able by these various mediums to provide its student work need through a part-time bureau and send about 54 per cent of its students to the more important placement bureau with some planned work experience, we think the future calls for a full-time director.

UNDERGRADUATE COUNSELING

The object of the student counseling program is to familiarize undergraduates with career possibilities. Many colleges set aside a period in the freshmen orientation program for an introduction to the subject; and others go so far as to have the placement director preside at all orientation meetings in order that his identity may be established in the freshman mind as another friendly counselor who is concerned with their interests, present and future—someone to whom they may turn at any time. It is important to tell the students the qualifications sought by their future employers: scholarship, work experience and activities, coupled with such qualities as favorable personality, initiative, imagination, physical vigor, and good manners backed up by character. These undergraduates are welcome at the group meetings, which will be referred to later.

The office files should be simple. A card for each student should be set up in the freshman year so that notations may be cumulative throughout the four years. Whenever connection with the college is severed, it will be pointed out that the placement service is available to the nongraduate as well as to the graduate.

Work during courses is likely to be valuable in later contacts. The question "How much of your expenses have you earned?" is a favorite with interviewers, as is this one: "How do you spend your summers?" Summer employment is of two kinds: (1) seasonal work, such as water-front director, camp counselor, waiter or tutor; (2) positions leading directly to careers, such as laboratory assistant, technician, surveyor and salesman. The first kind may logically be assigned to the student employment bureau, and the latter, since it deals with clientele interested in hiring graduates, falls un-

der the placement office. A bulletin on summer employment issued soon after the first of the year stimulates plans and also is a means of placing the service before the undergraduates. An increasing number of companies and government agencies are hiring students for a summer or two for purposes of evaluation before offering full-time employment.

SENIOR AND ALUMNI PLACEMENT

The placement director has been visited by some of the seniors while they were underclassmen, perhaps when choosing a major or electives, but most of them will consult the placement office now when faced with the problem of a job. A few will not consider the matter until after graduation; these, unknowingly, call upon the reserves of charity and friendliness in the placement office. Another kind of understanding and advice is needed for those who grow discouraged in their first year of work.

Communications hold the key to successful operations on the campus. The college paper, radio station, announcements in assemblies, departmental bulletin boards are some of the means; but in an emergency, the telephone or a letter must be used. The director will want to spend three-quarters of an hour, by appointment, with each senior initially; and of course, shorter periods when questions arise later. The placement letter and schedule of interviews and group meetings should be mailed to each member of the class. During the five months just before graduation, when opportunities are brought right to his door, and in the period immediately thereafter, the graduate has the best chance to investigate various careers.

Group meetings to outline careers in various lines can be held with an alumnus or other speaker. Company interviewers often prefer to have such meetings before their schedules of individual interviews. Even in years

when the demand for employees is moderate or poor, company representatives should be encouraged to come to the campus. Students will find practice interviews with alumni or faculty helpful, as are demonstration interviews and placement clinics, when questions from the floor may be answered by a panel.

Just a word about recommendations: The employer should be given an honest evaluation of applicants. The goal of "repeat sales" must be kept in mind. Discriminating recommendations are far more valuable than check-sheets and letters of reference addressed "to whom it may concern." Personnel men say that the most effective item that they can take away from an interview or receive by mail is a good qualification sheet, and it is well for the applicant to attach a photograph. These resumé's should be prepared by the senior, reviewed by the placement office, and ordered in lots of 100. The printing expense is borne by the subscriber, who may have as many sheets as he wishes for his letters, and turn the remainder over to the placement office for distribution.

The placement office will encounter so many questions about the military service that it must be familiar with the opportunities for college graduates. However, unless it has a large staff, it cannot deal with the questions of underclassmen. A military adviser, preferably with service experience, might be appointed for this purpose.

In collaboration with the alumni office, the director should keep lists of graduates in various fields, or a card file by company affiliation and by profession will serve the same end. Alumni are helpful and, as far as possible, they should be informed on placement. The placement report is an important part of the entire operation of the institution, for it indicates what happens to the product; in many places, it is part of the president's annual report.

Each alumnus should be encouraged to keep an up-to-date resumé on file with the college. Only a small number will be interested in a new job, but organizations are always in search of experienced personnel and the director who can make recommendations from this group will be doing a service to the alumni, the employers, and the institution.

The director will maintain correspondence with a variety of companies, which his office will list geographically and by classification. Experience will clearly show his logical customers, but their number will constantly be expanded. As far as time and funds permit, he will visit plants to get reports on alumni and to get acquainted with the employment staff. A pamphlet library is essential; the material is supplied by companies. This should be freely circulated, with the suggestion that it be returned. The office will be on the mailing list for civil service announcements, and application blanks should be kept on hand. A sampling of pamphlets should be selected by the director and given to the senior.

NEED NOT BE EXPENSIVE

Placement is one of the most appreciated services, and careful counseling will bridge the gap between college and career. The service need not be expensive but must be adequate. Ideally, a student body of 1200 would call for a staff of three and a budget, including salaries, of \$12,000 a year. If well administered, this expenditure of \$40 per student for four years will be returned many fold in good will and in service to the college.

The idea that students should pay extra for placement help is obsolete, and it is now included in the over-all operation of the institution. A good placement service contributes to undergraduate and alumni morale, and colleges that do not have it are missing an excellent bet in student-alumni relations.

Job Training for College Management . . .

. . . is vital to the development of capable personnel for future administrative responsibility. Charles W. Hoff, vice president of the University of Omaha, will outline such a job training program in the June issue.

PAINTING—a small college finds it

profitable to employ its own full-time staff of painters

THE EXPERIENCE OF MACMURRAY College, classified as a small college, has shown that the employment of a staff of full-time painters has been practical from many standpoints.

Our switchover from painting done by contractors during the summer months to a staff of three or four painters, employed on an annual basis, began in a simple way. Late in the summer of 1943 our first painter was employed. A painting contractor in Jacksonville for more than 25 years, he had always taken special pride in doing good work for MacMurray College, and when it was suggested that he give up his business and join the college staff, surprisingly enough he decided to do so.

DOES MANY SMALL JOBS

Our new venture began in September 1943. During the first year, we followed the plan of having our one full-time painter work on small jobs that easily could be accomplished while school was in session. He repaired and painted screens, refinished furniture, did some painting in smaller rooms as they were available, and later supervised a crew of painters hired in the spring to work for the college until it opened in the fall. The crew was made up of men not classed as skilled painters but of younger men who had some experience in painting and who planned to follow this trade. Each man, before he was employed, was interviewed by our head painter and then hired on a trial basis. If his work proved to be satisfactory, he was assured of full-time employment from April 1 until October 1. From this crew, we selected the most promising workman and offered him full-time employment, which he accepted. Later, more men were employed full time until our crew consisted of four workers. However, this crew, with the exception of our foreman, was soon lost to the armed services, and we had to

go back to the old plan of hiring part-time painters and arranging for some work to be done by contractors during the summer months.

After the end of the war, we had our program approved by the Veterans Administration and set up an on-the-job training program for painters with a staff of four men, one of whom has completed his training and is now in business for himself. The other three are still in our employ on an annual basis, and they take care of the major part of our painting requirements. Additional men are employed during the summer months, and our head painter directs the work of the entire crew. It might be well to mention that all painting done by our own staff is classified under the heading of maintenance. Decorating of all new construction is done on a contract basis.

In our program, which includes the maintenance of 15 college buildings and 38 pieces of city real estate, we have tried to develop our crew to be more or less jacks-of-all-trades. Minor carpentry or plaster repair is done by the crew. If there is paper hanging to be done, our men who have learned this trade do most of the work. This is necessarily supplemented by work done by a professional paper hanger during the summer months. The men have been taught, in addition to all types of painting, to use floor sanders and steel wool machines, to refinish floors, to clean wallpaper, to wash walls and the exteriors of painted houses, and to repair and refinish furniture. Many years of experience as a contractor has made our head painter a good teacher; at the same time, he is able to work right along with the men and turn out his share of daily work assignments.

CLARENDON SMITH

Business Manager
MacMurray College for Women
Jacksonville, Ill.

We keep in our central storeroom an adequate supply of paint, paint brushes, wallpaper and wallpaper cleaner, as well as the necessary ladders, scaffolding and other painting equipment. These items are issued to the painters as they are needed for the particular jobs they are working on. We have developed a small paint shop with a room equipped for spray painting. One of our big spray painting jobs is the task of keeping our large supply of metal folding chairs in good repair. Some of our metal dormitory furniture has been in use long enough that it needs refinishing. We have been doing a few pieces at a time for several years and hope to have it all refinished within another two or three years. This work would probably never get done except by our own staff.

Records are kept of supplies as they are issued, and of the hours spent on each assignment. Both supplies and wages are charged to the campus building or the city real estate where the work has been done.

HELPS SELECT COLORS

It is important to select the right colors for classrooms and dormitory rooms, and, in fact, all rooms in college buildings. There must be proper light and harmony in the colors used. Our head painter has found the use of a color calibrator, a color book, and color specifications helpful in planning suitable color schemes. Their use also eliminates the problem of tenants selecting a color and later deciding the color is not what they had expected after seeing it on the walls or woodwork. Proper selections at the beginning of a job save time and assure satisfaction when the decorations are completed.

The business office keeps a schedule of work so that the painting crew usually has at least a month's work ahead of them at all times. Occasional



MacMurray College's painting crew usually has at least a month's work ahead of them at all times.

emergencies come up, in which case the paint job the crew is working on is stopped and the emergency is taken care of.

In scheduling the painters' time, we have found that it is feasible to utilize the break in periods during the week and on Saturdays to paint or clean walls in classrooms and offices. By employing a staff that works steadily throughout the year, we have eliminated the tremendous task of crowding all of the work into a few short weeks during the summer months.

MacMurray College has a 12 week summer school and also is headquarters for a number of summer conferences. As a result, there are only a few weeks in the year when the campus buildings are not in use. Thus, it has been a great relief to eliminate the problem of arranging repair work and redecorating at a time convenient to both the contractors and the college.

We take considerable pride in keeping our buildings clean and attractive at all times, and we feel that our ef-

forts are worth while in many ways. We believe that if rooms are clean and attractive at the beginning of the year, the students usually can be counted on to cooperate wholeheartedly in keeping them that way. If buildings are run down and unattractive, students are likely to be careless and even destructive. This also may apply to janitorial help. If the building for which a janitor has the maintenance responsibility is well kept, he is much more interested in careful and thorough cleaning and proper floor maintenance.

It is not intended to imply that the experience of MacMurray College in its painting program is unique. Many schools follow the same procedure. One small institution that made the change from contract painting to painting done by its own staff had a savings of 25 per cent the first year! Other schools have concluded it is not practical to maintain a full-time staff of painters unless the institution is large, which raises the question—Where is the dividing line between a small and a

large institution? Only the school itself has the answer.

Our prime interest has been to get the most out of every dollar spent on the upkeep of our buildings and furnishings. With the exception of four of our campus buildings, our plant has been developed in the last 25 years. At the present time, all of our buildings and the furnishings are in good condition. In order to assure the continuance of present standards, we believe there must be a carefully planned schedule of painting and cleaning of both the exterior and interior of all buildings and a systematic check for redecorating needs of all furnishings. Repairs and redecorating found necessary cannot be delayed until a time convenient for an already too busy contractor; they must be done promptly and efficiently. For this reason, we have our small full-time staff, and it is our intention to continue this arrangement as long as the results achieved are satisfactory or until a better procedure is suggested.

LEGISLATIVE CONTROL OF TAX SUPPORTED COLLEGES AND UNIVERSITIES



T. E. BLACKWELL

Treasurer
Washington University, St. Louis

THE MAJORITY OF THE TAX SUPPORTED institutions of higher education of this country were created solely by legislative authority and may therefore be controlled by and even abolished by the same authority. A fortunate few were established by virtue of special provisions of their state constitutions and are therefore held to be constitutionally independent corporations.

Recently, the Utah State Agricultural College attempted, but without success, to establish its status as a constitutional corporation "untouchable by subsequent legislation."¹ Benjamin Spence brought an action in the supreme court of Utah against the college to restrain its board of trustees from proceeding further in the issuance of revenue bonds for the construction of a student union building. The University of Utah, believing that it might be adversely affected by a decision in the case, requested and was granted permission by the court to file a brief as *amicus curiae*, enlarging the issue and bringing into focus all the constitutional questions that had arisen in connection with numerous attempts by the state legislature to control and supervise the fiscal policies, operation and functions of the two state institutions.

RECITES CLAIM

The university, in its brief reciting its claim to immunity from legislative control, pointed to the following provisions of the Utah state constitution of 1896:²

"The location and establishment, by existing laws, of the university and the agricultural college are hereby confirmed and all the rights, immunities, franchises and endowments hitherto-

fore granted or conferred are hereby perpetuated unto said university and agricultural college, respectively."

In the majority opinion of the court, written by Justice Latimer, it was held that those drafting the 1896 constitution "did not intend to grant to the trustees the right to form and operate a corporate entity. All acts dealing with the college are silent as to the entity created, and so, by failing to expressly form a corporation and by failing to vest the usual corporate powers in the board of trustees, there was indicated an intention to continue the college as an arm of the state."

The University of Michigan was established in 1817 by legislative action and it remained subject to legislative control until the constitution of 1850 raised it to the status of a constitutional corporation by expressly recognizing the board of regents as a body corporate, to be elected by the people. Despite this constitutional grant of authority, a statute was enacted in 1855 making the requirement that there should always be at least one professor of homeopathy in its college of medicine. The court,³ in refusing to grant a writ of mandamus to compel the regents to establish this professorship, had this to say on the desirability of autonomy:

"Obviously it was not the intention of the framers of the constitution to take away from the people the government of this institution. On the contrary, they provided for its management and control by a body of eight men elected by the people at large. They recognized the necessity that it should be in charge of men elected for long terms, and whose sole official duty it should be to look after its interests, and who should have the opportunity to investigate its needs, and

carefully deliberate and determine what things would best promote its usefulness for the benefit of the people. Some members of the constitutional convention of 1850 referred in debate to two colleges (one in Virginia and the other in Massachusetts) which had been failures under the management by the state. It is obvious to every intelligent and reflecting mind that such an institution would be safer and more certain of permanent success in the control of such a body than in that of the legislature, composed of 132 members, elected every two years, many of whom of necessity know but little of its needs and would have little or no time intelligently to investigate and determine the policy essential for the success of a great university."

COURTS CONFIRM POWER

The Michigan State College was established in 1861 by legislative action, but the Michigan state constitution of 1908 granted to it constitutionally independent status similar to that enjoyed by the University of Michigan and the Michigan courts⁴ have confirmed this grant of power.

For many years, the board of regents of the University of Minnesota permitted the state legislature to invade its area of control without protest, although the Minnesota state constitution of 1858 expressly recognized the board as a corporate entity. However, in 1925 the legislature established a state commission of administration and finance and gave it power to pass upon all expenditures of university funds. A voucher for the payment of an item of expense incurred in connection with the establishment of a plan of group insurance for its faculty members and other employees was rejected by the state auditor. The state

¹Spence v. Utah State Agricultural College, 225 P. 2d. 18 (1950).

²Article X, Sec. 4.

³People ex rel Drake v. Regents of the University of Michigan, 4 Mich. 98 (1856).

⁴Bauer v. State Board of Agriculture, 129 N.W. 713 (1911).

supreme court,⁵ by granting a writ of mandamus to compel the auditor to approve the voucher, expressly recognized the constitutional independence of the board of regents.

The University of California, when first established in 1868, was merely an arm of the state, but the California state constitution of 1879 elevated it to the dignity of an independent division of government, and the courts⁶ have recognized and confirmed its autonomy.

The University of Idaho, like the University of Minnesota, permitted the legislature to override its constitutional grant of immunity, but in 1920 its board of regents issued what was, in effect, its declaration of independence, listing in detail its powers to be exercised without legislative control. In a test case,⁷ brought on the relation of the attorney general in the form of a writ of prohibition directed against the board, the state supreme court upheld the position of the board on every point. The court, in its opinion, quoted with approval from a decision of the Michigan supreme court⁸ in upholding the freedom of the state university from legislative control:

"It is made the highest form of juristic person known to the law, a constitutional corporation of independent authority, which, within the scope of its functions, is coordinate with and equal to that of the legislature."

Other tax supported educational institutions enjoying similar constitutional freedom include the Oklahoma Agricultural and Mechanical College⁹ and the entire university system of Georgia. By an amendment to the state constitution of Georgia, adopted in 1943, all tax supported institutions of higher education in the state were placed under the control of a constitutionally independent board of regents. The state constitution of Colorado of 1876¹⁰ provides that the board of regents of the state university shall have general supervision of the institution and exclusive control of its funds, but apparently there has been no litigation to test and to confirm the extent of power thus granted.

⁵ *State v. Chase*, 220 N.W. 951 (1928).
⁶ *People v. Kewen*, 10 P. 393 (1886).
⁷ *Williams v. Wheeler*, 138 P. 937 (1913).

⁸ *State ex rel. Black v. State Board of Education*, 196 P. 201 (1921).

⁹ *Board of Regents v. Auditor General*, 132 N.W. 1037 (1911).

¹⁰ *Trapp, State Auditor v. Cook Construction Co.*, 105 P. 667 (1909).

¹¹ Art. XI, Sec. 14.

LOW-COST MODERNIZATION

can buy high-quality results in food service

Sr. MARY MILDRED ANN, B.V.M.

Clarke College, Dubuque, Iowa

IN THE POSTWAR PERIOD, CLARKE College faced a problem common to most colleges—a student enrollment far exceeding the general facilities at hand. Because building plans could not materialize in the immediate future, it became necessary to determine what means could be used to operate existing facilities more efficiently.

The kitchen and dining rooms presented special problems since the administration logically could buy only the type of new equipment capable of being transferred later to a new service building. Called in to supervise the changes in this department, I set aside the first two weeks after my arrival: (1) to observe the operation of the food service; (2) to consult with the dean and others as to the problems they considered should be solved in regard to the preparation and serving of the necessary 24,000 meals per month (no change was desired in the type of service, i.e. cafeteria service for breakfast and lunch, with table service, family style, each evening); (3) to visit institutions, and (4) to interview various specialists in refrigeration, gas equipment, electrical appliances, and other types of kitchen and dining room equipment.

INITIAL CHANGES

As a result of these observations, the primary requirements in our kitchen seemed to be: rearrangement of existing equipment; additional refrigeration; sufficiently hot water for sterilizing dishes; soft water; lowering height of ranges, and an increased supply of wheeled tables as well as trucks.

Existing equipment was rearranged in functional units so as to allow for a free flow of traffic from centers of preparation to the dining rooms. Our first drastic change took place in the

room used for dishwashing and storage of dishes. This room is adjacent to the two largest dining rooms and is a necessary passageway for all food from kitchen to dining rooms. We replaced the storage cabinets with a 6 by 15 foot, three-door walk-in refrigerator that had been left unused in another building for 15 years. This was originally ice cooled and was divided by double walls into three sections. Electric refrigeration for the box cost about \$1000; moving, \$100, and electric fixtures, another \$100.

A carpenter finished the transformation by using the extra walls and ice slide, of seasoned oak, to make additional shelving, spaced only 8 inches apart instead of the more conventional 12 or 14 inches. This height accommodates trays of salads, sherbet dishes, or juice glasses without waste of space, thus permitting the preparation of all salads and desserts for the evening meal before 4 p.m. daily with service at 5:30. Shelving space is further increased by the use of four-shelf, 24 by 52 inch trucks that fit into the aisle of the walk-in refrigerator.

The only hot water available in the kitchen area came from the general system for the entire college plant. The most practicable means of procuring the 180° water for the dish machine was the installation of a 75 gallon gas hot water heater into which is piped the 135° water. There are only two outlets from this heater, one to the dish machine and one to the scullery sink, which, fortunately, do not have the same "peak" periods. Proper use of this water in the dish machine is assured by the presence of a thermometer on the wash tank and one on the rinse line.

The need for soft water in the kitchen resulted in the purchase of a

softener affecting all water that enters the hot water system of the school plant. Results were immediately observable in the luster of the dishes, the amount of soap used, and the condition of the dish machine.

To obviate fire hazards occasioned by a wood floor the ranges had been raised on fireproof materials, but this elevation produced another danger—the ranges were too high for safe use by the cooks. A 6 inch, steel supported, concrete slab now permits the placement of the ranges at normal height. This slab and the canopy were made of sufficient size to accommodate the addition of other units to the present battery of ranges when desired.

Any equipment that could be used to advantage in more than one activity was put on wheels. The meat cooler is reached by a very narrow hallway,

which would not allow the use of a normal sized truck. A utility truck constructed by one of the maintenance men supplies this need. The lower shelf of the truck permits the roasts to be slipped from the cooler, rather than lifted, for transporting to the kitchen.

PERSONNEL

We have one main cook, her assistant, one salad cook, and one dessert cook. The cooks are supplemented by four full-time workers, and from four to six part-time workers, most of whom are able to fit in where and when needed at various times during the day, acting as counter girls, making coffee, preparing vegetables, washing dishes, or doing the general cleaning.

Previously, all workers concerned with food preparation had worked

together, moving from one task to another as each was completed. Equipment and space permitted the organization of these functional units with a cook in charge of each. A dessert room was easily made of the unused bakery by installing a single burner gas hot plate and shelves for spices and small supplies. We found that baker's bread and rolls delivered three times daily were not only an economy but could be had in greater variety than would have been possible if baked in our own kitchen.

A 16 by 18 foot room adjacent to the kitchen that had been used as a supplementary storeroom was converted into a salad preparation room. The storeroom problem was relieved by the installation of an inexpensive dumb-waiter, servicing the kitchen from the room located directly beneath the main kitchen. This division of work centers has made for greater responsibility on the part of the individual, and for a pride in accomplishment as well as initiative in improving technics, recipes and garnishes.

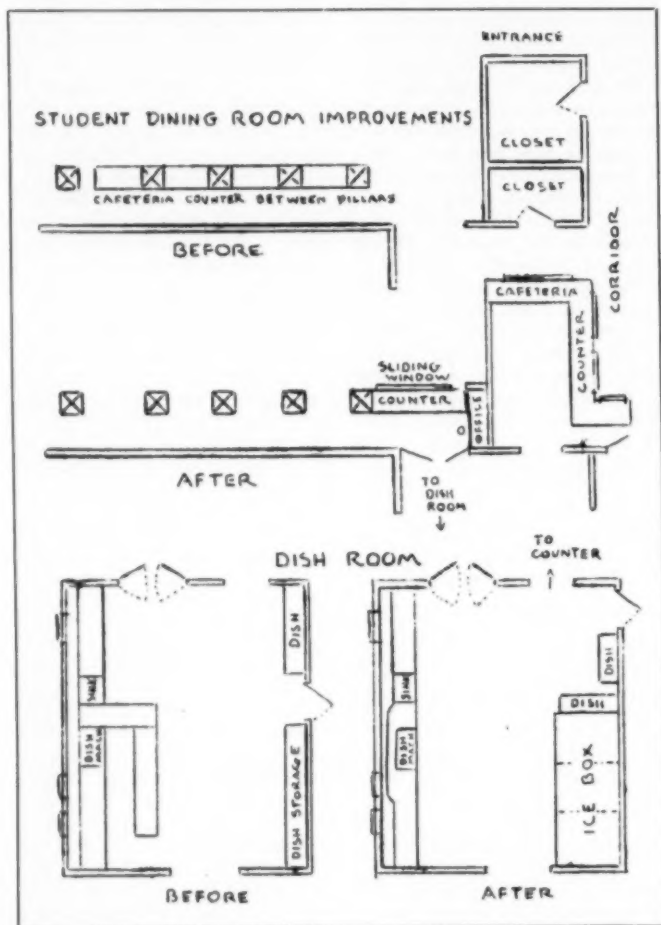
As the workers are all women, at two periods in the day we call upon the maintenance men to handle the heavy supplies. Continuous planning, training, and retraining are necessary to prevent the rehandling of foods and supplies.

Twice weekly, each cook is informed of coming events and given opportunity to make suggestions regarding her particular part of the menu. Daily after breakfast each cook is informed of preparations for the day, shortages are noted, and storeroom requisitions are filled in.

CHANGES MADE

We discovered that seating space could be increased by placing six at each table instead of four as in the original plan. Table tops were finished with a hard surface, permitting the use of attractive place mats as a substitute for tablecloths.

Another wartime measure was the installation of a cafeteria counter in the student dining hall (see sketch). The 30 inch square pillars interfered with the economical space arrangement of the counter and rendered the appearance of that portion of the dining hall unattractive. After several months of study we discovered that two closets adjacent to the dining hall would provide the exact amount of floor space needed for the service area. The closets were torn out and the counter trans-



ferred to this cleared space. In the changeover, we actually gained 5 feet of 30 inch counter top, though the length of the "line" was apparently decreased. We also were able to use the space under the counters for shelves by moving the refrigeration machinery to the storeroom below. The relocation of the counter has eliminated 30 feet of walking distance from the kitchens. The original appearance of the walls which now house the service counter has been maintained by the use of sliding panels so the counter is concealed when not in use.

We have no backbar as the counter girls prefer the four-shelved trucks. Salads and desserts are placed on these trucks as they are prepared and are wheeled into the refrigerator until serving time, when they are taken to the counter, thus saving considerable handling.

Other gains from the change in the location of the service area were the elimination of the closets in which articles accumulated and became "lost"; the installation of a soiled dish window with 18 inch sliding panels placed so that the kitchen is no longer directly visible from the dining room (this also acts as a sound absorber between the two sections), and an ideally located office in full view of all major activities.

DISHROOM CHANGES

The original arrangement of the dishroom had little to recommend it; soiled dish lines crossed clean dish lines; the prerinse sink was practically nonusable; too much floor space was occupied by the dish slide, and clean dishes had to be carried to the trucks. By the simple process of eliminating the "L" part of the dish slide it is possible to rack the dishes near the dining room door, slide the racks across the sink for prerinsing, and channel them directly through the dish machine to be placed directly on trucks to be returned to the dining room.

EQUIPMENT AND MAINTENANCE

For ordinary upkeep of equipment, our regular maintenance men are adequate. Experience has proved, however, that there is greater economy in employing specialists for refrigeration repairs and some types of plumbing. By means of a service contract plan we have been able to reduce excessive charges entailed by separate service calls, amounting in one instance to \$126 within the space of 60 days.

PLANS FOR FOOD SERVICE INSTITUTE

With more than 40 per cent of the delegates to the 1951 Food Service Institute already enrolled, it is becoming evident that capacity enrollment of 125 will soon be reached. Sessions of the Food Service Institute, co-sponsored by Northwestern University and College and University Business, will be held July 30 to August 1 at the Knickerbocker Hotel, Chicago.

Sabra Kennedy, Southern Equipment Company executive from St. Louis, will be featured on Tuesday afternoon with a "chalk talk" on perplexing design and layout problems.

James N. McKellin, director of food service at Wheaton College, will head up a presentation of "Labor Savers" on Tuesday morning. On the same program Paul Valentine, director of personnel at Chicago's Stevens Hotel, will speak on why you should "Inventory Your Manpower," and Christine Ricker, director of food service at Stanford University, on "What About Your Labor Costs?" Donald Greenaway, head of the department of restaurant management at Michigan State College, will discuss the subject of "Supervisory Training."

The first day's session will feature Dr. Mary deGarmo Bryan, head of the department of institution management of Teachers College at Columbia University, whose topic is "College Food Service in 1951." Also scheduled for Monday is Theodore W. Minah, director of dining halls at Duke University, who will speak on "Keeping Costs in Line." There will be additional speakers.

Registration fee for the institute is \$17.50. Checks should be made payable to "Food Service Institute" and sent to Willard J. Buntain, director of dormitories, Northwestern University, Evanston, Ill. Only two delegates may register from the same institution; registrations are handled on the basis of "first received, first accepted."

Those delegates who plan to attend the National Housing Conference at Michigan State College the three days immediately following the Chicago institute should announce the fact when submitting their registration checks for the Food Service Institute. Arrangements are being made to charter a bus from Chicago to East Lansing, Mich., and return, at an approximate cost of \$10 per person.

Size of equipment is an important consideration with women employees. An army surplus roaster and double boiler have become mere decorations owing to the impossibility of lifting them when they are filled. Eight-gallon garbage containers are much easier to carry and simpler to clean than are the larger sizes.

We are using hotel china in the students' dining room and are making all replacements of the same pattern in the other dining rooms to simplify the sorting of dishes.

MENU CHANGES

One menu was adopted for all dining rooms and every effort was made to improve this menu in content and appearance. At the noon meal hot beverages, except soup, were eliminated and salads were emphasized. Coffee service in the dining room for breakfast and the use of paper milk containers were practical devices to speed up the line.

Regular waitresses make up about three-fourths of the staff for dinner each evening; the other fourth consists of volunteers on a two-week basis. Waitresses spend 10 hours per week in the dining room; approximately eight and one-half hours are relegated to dinner, the remaining time being devoted to small tasks that take about 10 minutes a day, such as presiding at the coffee table during breakfast, and passing plates of butter to the dining tables. It was found that these slowed the breakfast line beyond reasonable limits. Other tasks performed by the waitresses are collecting trays and crumbing tables between lunch periods, though regular workers clean the tables after each meal.

To summarize, we have tried to achieve a direct flow of food from delivery through preparation to serving with superior quality results and low expenditure of time and human energy, the aim of all food service directors.

NEWS

Remove "Freeze" on Tuition Rates . . . Annual Giving Plan by Alumni
Nets \$16,800,000 . . . Priorities Picture Is Fairly Favorable . . . Offer
70 Ford Scholarships . . . 209 TV Channels to Educational Institutions

Changes in O.P.S. Regulations Affect Schools and Colleges

WASHINGTON, D.C.—Removal of the "freeze" on college tuition rates and fees was recently reported to college administrators by George E. Van Dyke, specialist for business management in the U.S. Office of Education. Details of the changes in regulations are reported herewith:

Under date of March 29, 1951, the Office of Price Stabilization issued Supplementary Regulation 15 which suspends the rates, fees, charges and compensation charged for, or excepts certain services from the provisions of the general ceiling price regulation.

Under the new regulation, schools and colleges are excepted from the control of rates of tuition, fees and other charges for services rendered by the institutions in providing a systematic and supervised course of instruction. Whereas the same regulation "suspends" the control on charges made by hospitals for a trial period of six months, no such time limit is specified for educational institutions. The regulation releasing schools and colleges from the freeze can be looked upon as a relatively firm policy.

The regulation states that in view of the nonprofit character of the educational facilities of many such educational institutions, and the administrative difficulties involved in attempting to impose controls on the rates, fees, charges and compensation of institutions providing a systematic and supervised course of instruction in a branch of useful knowledge, and the adequacy, generally, of public school facilities at levels below those of institutions of higher learning, the director of price stabilization has determined to exempt the rates, fees, charges and compensation of all such educational institutions from the pro-

visions of the general ceiling price regulation.

The exact wording of the new regulation that releases schools and colleges from the general ceiling price regulation of Jan. 26, 1951, is as follows: The provisions of the general ceiling price regulation shall not apply to the rates, fees, charges and compensation for the following services:

Services rendered in the educational facilities of schools and educational institutions which are providing a systematic and supervised course of instruction in a useful branch of knowledge, art, craft or skill.

Alumni Contribute \$16,800,000 in 1950

COLLEGE STATION, TEX.—A total of 487,393 alumni of 230 North American colleges, universities and preparatory schools contributed \$16,800,000 in 1950 to their respective schools through "annual giving" plans in operation at these institutions, according to a survey recently completed by the American Alumni Council and released by E. E. McQuillen of Texas A. & M. College, director of funds, American Alumni Council. These figures do not include 30 institutions whose annual giving plans were suspended because of major gift campaigns.

A similar survey in 1939 showed a total of less than \$3,000,000 for such annual gifts, as compared to this year's \$16,800,000. A similar increase has been experienced in the number of alumni making annual contributions and the number of schools whose alumni use this plan.

The 1950 survey points out that \$560,000,000 of added endowment funds, earning 3 per cent, would be required to match this year's alumni support, through the medium of annual giving.

Priorities Committee of C.U.B.O.A. Reports Activities to Date

NEW YORK. — Bert C. Ahrens, chairman of the priorities committee of the National Federation of College and University Business Officer Associations, recently reported that, while there have been dislocations in the supply of maintenance, repair, operating, equipment and construction items and materials, critical shortages have not appeared.

While there has been an inter-administration push and pull to determine which "agency" or "office" will be in control of the priorities and materials allocations to education for the federal government, the fact remains, Mr. Ahrens stated, that the U.S. Office of Education, through the Federal Security Agency as claimant agent in the National Production Administration, is the official spokesman for the material needs of education.

The priorities committee of the federation, recognizing these facts, has relied on the executives in the Division of Higher Education in the U.S.O.E. for guidance and advice in the matter of government control of materials, and has, in turn, furnished these executives with information, guidance and advice, according to Mr. Ahrens.

The priorities committee reported that the organization of the federal control of critical materials is slowly taking shape, and on April 12 the National Production Authority announced the "Controlled Materials Plan" which will become effective July 1. Under this plan N.P.A., after collecting estimates from manufacturers of their needs in steel, copper and aluminum for the three months' period starting July 1, will reconcile these needs with the available supply and allocate these three materials to de-

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NEWS.

fense industry and related essential "programs" sufficient to carry on at the scheduled rate the nation's defense production program, leaving the unallocated remainder of steel, copper and aluminum available for manufacture and purposes outside the defense and related programs, subject to existing and future limitation orders (limitation orders curtail the consumption of specific materials, usually set at a percentage of a base period consumption).

The existing priority system is to be continued on a one-rank basis as far as possible, but this may be modified as conditions dictate, according to Mr. Ahrens. For example, M2 (rubber) as amended April 6 in its Section 6 excludes order rated DO-97 (the MRO rating) from the exemption of the limitation. Aside from the use of DO ratings authorized by government contracts, colleges have the following procurement assistance from the federal government:

N.P.A. Regulation 4, February 27, authorizes a DO-97 to all business activity in the nation for maintenance, repair, operating supplies, and minor capital additions. Its value, interpretations, misinterpretations and abuses are such that it is soon to be rewritten. It was issued as a stop-gap and it has helped.

The Office of Education announced early in the year its arrangement with the National Production Authority for the "relief" of hardship cases in construction, wherein application to N.P.A. regional offices would result in a review of the hardship and, where warranted, a DO rating to relieve it. Mr. Ahrens recommends that requests for relief of hardship in construction be addressed directly to George Van Dyke, Division of Higher Education, U.S. Office of Education, Washington 25, D.C.

On April 13 the Federal Security Agency announced that 24,869 short tons of steel, 184,000 pounds of copper, and 2500 pounds of aluminum had been allocated by the N.P.A. for educational construction for the month of June. Educational construction thereby is recognized as an essential "program" in the defense effort.

Applications for construction project authorization to educational institutions will soon be available through the Office of Education, it is said. When filled out and submitted, these will be reviewed by the Office and approved or denied as the situation dictates. If the applications are approved, a priority rating will be assigned to the project which the institution will extend to the prime contractor for the procurement of steel from the 24,869 tons set aside. Presumably, this procedure will continue beyond June on a quarterly basis as long as conditions warrant.

The chief of the Office of Civilian Supply has assured members of the federation's priorities committee that education is an essential activity as far as his thinking goes, and the committee's opinion seems to be that the essential material needs of education will be provided for under the defense program.

\$5,000,000 Gift

NEW YORK.—The United Negro College Fund announces receipt of a gift of \$5,000,000 from John D. Rockefeller Jr.

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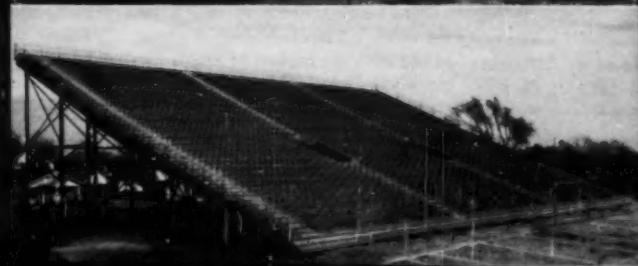
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NEWS

Week's Course on College Business Management at Omaha

OMAHA, NEB.—The University of Omaha will again offer a summer course on college business management during the week of July 30 through August 4, Charles W. Hoff, vice president of the university, announces.

The course will include basic lectures in financial administration, budget preparation and control, purchasing, current national problems and their implications for education, fund raising, accounting, auxiliary enterprises, building and grounds supervision, and implications of business and financial management for academic accreditation.

Members of the faculty include: Dr. John Dale Russell, assistant commissioner of education in the U.S. Office of Education; Dr. Norman Burns, associate professor of education at the University of Chicago and secretary of the commission on colleges and universities of the North Central Association of Colleges and Secondary Schools; Dr. Merle Stone-man, professor of education at the University of Nebraska; Gerald Henderson, business manager of Vanderbilt University; Raymond W. Kettler, controller of Purdue University; James L. McCaskill, coordinator of the National Conference for Mobilization of Education, and J. D. Adwers, University of Omaha.

Dr. F. H. Gorman, dean of the college of education at the University of Omaha, will direct the activities of the course. His advisory committee includes T. N. McClure, business manager of Knox College; Gerard Banks, bursar of the College of Puget Sound; Clarendon Smith, business manager of MacMurray College; Bert C. Ahrens, executive secretary of the National Association of Educational Buyers; Harold W. Herman, managing editor, COLLEGE AND UNIVERSITY BUSINESS, and Charles W. Hoff, vice president of the University of Omaha.

Alfred University Cuts Faculty

ALFRED, N.Y.—Alfred University's faculty will be reduced by five members for the next college year, M. Ellis Drake, president, announced recently.

The faculty cut will reduce the present college of liberal arts' staff by less than 9 per cent from 59 to 54 members.

In announcing the faculty cut, President Drake said, "We are making an effort to keep our staff almost intact." He added that no additional faculty reductions are expected at this time despite probable financial difficulties next year.

Only New Institutions Make MRO Reports

WASHINGTON, D.C.—Business firms, government agencies, or public or private institutions that were in operation in 1950 need *not* make reports of quarterly quotas to N.P.A. on materials used for maintenance, repair and operating supplies (MRO), the National Production Authority stated on April 20.

N.P.A. made the explanation because some organizations, apparently misunderstanding Section 4 of Regulation 4, have gone to the unnecessary expense and bother of continuing to make reports. This is the regulation that permits the use of defense order (DO-97) ratings for procurement of MRO supplies.

Only new companies that were not in operation last year, or were only in partial operation, need make these MRO reports, N.P.A. emphasized.

The procedure for new firms or institutions is this:

1. If the organization was in partial operation in 1950, it should compute the amount it would have spent for MRO for the entire year had it continued at the rate it used the materials during the time it was in operation, making reasonable compensations to establish a fairly representative quota.

2. If a firm was not in operation at all last year, its quarterly MRO quota will be the minimum amount of MRO which it determines to be reasonably necessary for its operation, but not to exceed \$5000 a quarter. If that is insufficient, the organization may make application for an increase.

3. If the quarterly MRO quota is in excess of \$1000, a new firm or one in partial operation in 1950 must, within 30 days after its first use of a DO-97 rating, notify the N.P.A. of the quota it has established, the base period used, the method by which the quota was figured, and any corrections made for seasonal or other factors.

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NEWS

Moving Association's Offices to Minneapolis

MINNEAPOLIS.—The North Central Association of Colleges and Secondary Schools will move its headquarters to the University of Minnesota in July. Announcement of the change was made at the association's recent annual convention in Chicago. Directing the headquarters' secretarial staff will be the organization's newly elected secretary, C. W. Boardman,

professor of secondary education at the university. He replaces the retiring secretary, George Rosenloff of the University of Nebraska, Lincoln. Mr. Boardman, who served as association president from 1949 to 1950, has been a member of the executive committee since 1946.

Previous headquarters of the association—comprised of accredited colleges, universities and high schools in 19 North Central States—were at Nebraska.



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Tuition and Dormitory Rates Being Raised

BRIDGEPORT, CONN.—The University of Bridgeport will raise its tuition and dormitory rates by \$25 a term effective with the 1951 fall session, Dr. Henry W. Littlefield, vice president, has announced. The new rates for tuition will be \$250 per semester in place of the current \$225. The rate for board and room in the residence halls will be \$275 a semester in place of the current \$250.

Tuition for evening classes will be \$15 a semester hour in place of the present \$13. This rate will take effect with the 1951 summer session.

The increase in board and room is the first since 1946. Although the university revised its tuition fees in 1946 to set up an over-all rate with the elimination of special fees and charges, the increase in tuition is the first since 1932.

Ban Civilian Use of Goose, Duck Feathers

WASHINGTON, D.C.—The National Production Authority has reserved virtually the entire supply of goose and duck feathers and down to meet defense requirements. The action was taken to assure that feathers and down would be available to the military forces, primarily for sleeping bags and medical pillows, after surveys revealed that the current supply of feathers and down for such items is inadequate.

N.P.A. Order M-56 reserves both domestic and imported, new and used duck and goose feathers and declares they may not be processed, bought or sold except to fill defense rated (DO) orders. Deliveries may continue to General Services Administration for defense purposes.

DO-97 orders under Regulation 4 may not be applied or extended to obtain waterfowl feathers. Civilian items using waterfowl feathers include bed pillows, comforters, sofa and chair cushions.

The future of the nation's goose and duck feather and down supply is uncertain since America is dependent upon imports of these products from other countries. Approximately 75 per cent of waterfowl feathers used in this country must be imported from China and countries in Europe within the Russian sphere of influence.



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Vol. 10, No. 5, May 1951

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NEWS

Ford Fund Offers 70 Scholarships

DEARBORN, MICH.—The Ford Motor Company Fund will award 70 four-year scholarships to sons and daughters of company employees in the first of its annual scholarship competitions. This fund is a nonprofit corporation completely independent of the Ford Foundation.

Scholarship awards will cover tuition and customary fees and a portion of the student's living costs. Students are free to select any approved college or university.

If a Ford student lives at home while attending school, he will receive up to 40 per cent of the prevailing local rate for room and board up to a maximum of \$300 for the normal academic year. If he lives at the college he will receive 80 per cent of the prevailing local rate for room and board up to a maximum of \$750 for the normal academic year.

Any high school senior who is the son or daughter of a full-time Ford employee in the United States and who is in the upper third of his or her

senior class may apply for a scholarship provided the parent, whether as an hourly employee or salaried, has a base pay of less than \$675 a month.

Further Cuts of Scarce Materials

WASHINGTON, D.C.—Certain scarce materials have been removed from the list of products that business firms, institutions and government agencies obtain by using a defense order rating (DO-97) for maintenance, repair and operating supplies, the National Production Authority announced on April 16. N.P.A. said the action was necessary to ensure an orderly flow of certain materials to the defense effort and to essential civilian production needs.

The following materials have been excluded from application of DO-97 ratings by the new amendment to N.P.A. Regulation 4:

Chemicals, nylon fiber and yarn, packaging materials and containers, paper and paper products, paperboard and paperboard products, paint, lacquer and varnish, products covered by

M-47 (durable goods), rubber tires and tubes (already regulated under M-2), photographic film, rails, tie plates, track spikes, splice bars, rail joints, frogs and switches.

In addition, N.P.A. said, programs for the allocation of certain scarce materials are being set up to distribute them evenly where needed. This is especially true in the chemical field where some already have been allocated and others will follow.

N.C. University Admits Negroes

RALEIGH, N.C.—Qualified Negroes must be admitted to professional and graduate schools of the University of North Carolina, according to recent action taken by trustees of the university. The trustees' action will affect only university schools offering courses not provided in the state's Negro colleges.

The trustees previously had instructed the state's attorney general to appeal to the U.S. Supreme Court a federal circuit court ruling that Negroes must be admitted to the university's law school. The court, in its decision, held that the Negro law school is inferior to the University of North Carolina law school in which no Negro has ever been enrolled, nor in the university itself.

DePaul Is Kept on Accredited List

CHICAGO.—DePaul University will be carried on the accredited list of the North Central Association of Colleges and Secondary Schools for the next two years, according to a recent vote taken by the commission on colleges and universities of the association.

In March 1950 the commission recommended that DePaul University be dropped; charges involved lack of library facilities, inadequate financing, inadequate preparation of professors, and a high student-teacher ratio.

Model Aid Station

NEW YORK.—The first of 400 medical aid stations to be organized for the Civil Defense Program in New York City will be set up at Fordham University. The Fordham model aid station will be located in the university gymnasium, which is close to Fordham Hospital.



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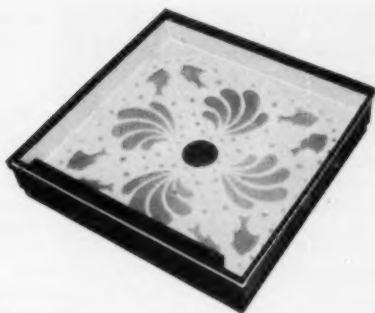
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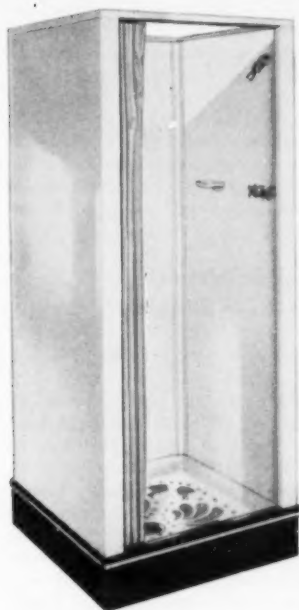


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NEWS

Kent State Increases Room and Board Fees

KENT, OHIO.—Higher costs of college education will be reflected by increased room and board costs at Kent State University in the fall.

President George A. Bowman announces that the trustees have approved an increase of \$10 in board and \$6 in room rates for each term. For women, board costs will go from \$90 to \$100 a term, while men will

pay \$105 instead of \$95. Double and multiple room rates in women's dormitories will be raised from \$33 to \$39 a term; single rooms will go from \$39 to \$45. Residence halls for men will charge \$48 instead of \$42 for each term.

The trustees also established a matriculation fee of \$10 for all new students entering the university, beginning next fall. It will cover costs of guidance testing and other expenses of processing.

Education Gets 209 TV Channels

WASHINGTON, D.C.—The Federal Communications Commission has allocated 82 station channels in the very high frequency area of the broadcasting spectrum and 127 station channels in the ultra-high frequency range to the use of educational institutions, organizations and school systems.

The F.C.C. stated "that educational institutions of necessity need a longer period of time to get prepared for television than do the commercial interests. The period must be long enough to give educational institutions a reasonable opportunity to do the preparatory work necessary to get authorizations for stations. The period must not be so long that frequencies remain unused for excessively long periods of time. The commission will survey the general situation from time to time in order to ensure that these objectives will not be lost sight of."

In some cases legislative action as well as a campaign of public education will be necessary before educational institutions can undertake such an innovation.



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Seek Permit to Erect FM Station

BOSTON.—Plans for a new FM radio station for educational broadcasting that will bring the cultural resources of six Greater Boston colleges, as well as the full concerts of the Boston Symphony Orchestra, to millions of New Englanders were announced recently by Ralph Lowell, trustee of the Lowell Institute. The Lowell Institute has applied to the Federal Communications Commission for a construction permit to erect a high-power noncommercial educational station with 20,000 watts effective radiated power to be operated in the FM band.

The Boston Symphony Orchestra will join the six Greater Boston colleges and universities now members of the Lowell Institute Cooperative Broadcasting Council to inaugurate the new station, which will feature "live" full-length concerts of the orchestra broadcast direct from Symphony Hall. Members of the council are: Boston College, Boston University, Harvard University, Lowell Institute, Massachusetts Institute of Technology, Northeastern University, and Tufts College.

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As we go to press, production is being accelerated. We have shown only goods which we know we can supply. If you need desks, chairs, tables, etc., we will try to obtain them. The Government may have educational institutions, and make necessary items available.

Because schools generally buy at normal intervals, Albert Pick Company will, and will appreciate the opportunity to do so. Although we are a little late with this catalog, we hope you may still be able to tell us what your requirements are, so that there will be time to obtain our prices before the official opening date for bids.

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In times of stress, manufacturers increase costs, giving less margin for certain adjustments for given periods. In some cases, their prices to us may be higher, and their shipments inadequate to meet the demand, making it necessary for us to limit quantities. We can try to make future deliveries at the catalog prices, but all necessary alterations will be in accordance with forthcoming Government regulations.



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We invite inquiries for your fall term needs.

NEWS

Course on Residence Halls at Columbia

NEW YORK CITY.—Teachers College, Columbia University, recently announced that a special course on "residence halls" would be offered as a part of a program of institution management during the summer session July 2 to August 11.

The course is intended to give an over-all picture of the responsibilities involved in the supervision and opera-

tion of college residence halls and will cover staff organization, contemporary problems, residence hall planning, equipment and furniture, and administrative problems and procedures.

No Swimming Pools

WASHINGTON, D.C.—In a further effort to conserve building materials for the defense program, the National Production Authority, on April 16, amended the basic construction order (M-4) to prohibit the beginning of

any new swimming pool construction. The order had exempted swimming pools for instructional purposes in educational institutions.

7,280,000 Veterans Have Now Been Trained at Government Expense

WASHINGTON, D.C.—The trade school workbench has attracted two-thirds of all the World War II veterans who have gone to below-college-level schools under the G.I. bill since that federal program was established in 1944, a Veterans Administration report disclosed recently.

According to the report, 3,364,000 veterans trained in schools below the college level between June 22, 1944, date of enactment of the G.I. bill, and the end of 1950. Of these, 2,050,000 took trade and vocational training in fields ranging from automotive mechanics to watchmaking.

The remaining below-college veteran students included 339,000 who enrolled in elementary and high schools; 338,000 who trained in business schools, and 637,000 who studied correspondence courses at home.

G.I. bill college students numbered 2,480,000 between the date of the law's beginning and the close of 1950, the V.A. survey stated.

On-the-job trainees during the same period totaled 1,605,000. Only one-third, or 543,000, took their job training on an apprenticeship basis. The remaining two-thirds enrolled in other forms of on-the-job training.

Another 625,000 World War II veterans trained under the G.I. bill institutional on-farm training program—a combination of classroom instruction with actual experience on the farm. That figure represents about three-fourths of all those veterans who returned to the farm following the war, according to the V.A.

The figures include nearly 800,000 duplications, representing veterans who have switched from one type of training to another. A veteran who started in high school under the G.I. bill, for example, and later continued his training in college, would be counted twice, once in the below-college total and once in the college total.

All in all, V.A. said, by the end of 1950 a total of 7,280,000 World War II veterans, excluding the duplications, had trained at government expense.

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NEWS

Issue Details of College Student Deferment Plan

WASHINGTON, D.C. — Regulations have been issued by the director of Selective Service spelling out the details of certain aspects of the college student deferment plan established by the President's Executive Order of March 31.

Under these regulations, a student registered with a local Selective Service board may be considered for deferment:

1. If he has successfully completed his first year in an institution of higher learning and was in the upper half of the male members of the class, or has attained a score of 70 or more on the Selective Service college qualification test and has been accepted for admission by a college to the second year class.
2. If he has completed his second year and was in the upper two-thirds of the male members of the class, or has attained a score of 70 or more on the college qualification test and has been accepted for admission by a college to the third year class.
3. If he has successfully completed his third year and was in the upper three-fourths of the male members of the class, or has attained a score of 70 or more on the Selective Service college qualification test and has been accepted for admission to the fourth year class.
4. If he has been pursuing a course of instruction that requires the completion of either five or six years of full-time undergraduate study to qualify him for the first academic degree and has successfully completed his fourth or fifth year, as the case may be, and was in the upper three-fourths of the male members of that class in his last completed undergraduate year or if he has attained a score of 70 or more on the college qualification test and has been accepted for admission to the fifth or sixth year class.
5. If he has been accepted as a candidate for a graduate degree and in his last full-time undergraduate academic year had a scholastic standing in the upper half of the male members of that class, or if he has attained a score of 75 or more on the college qualification test.
6. If he is a full-time graduate student seeking a graduate degree and

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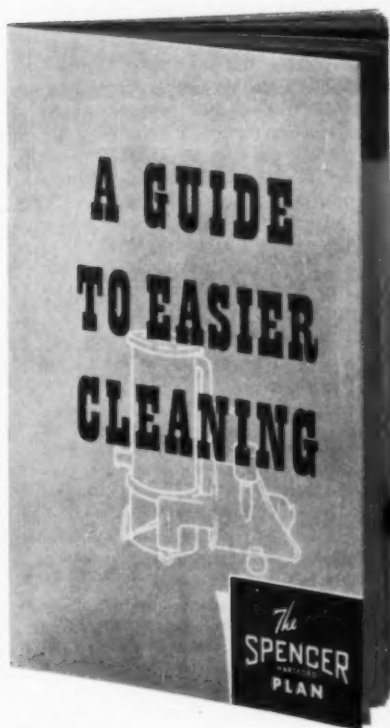
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Spencer Commercial Portable Vacuum Cleaners pick up more dirt and do it faster. They are compact, beautifully balanced and easy to handle. Their powerful vacuum and special bare floor tools make them ideal for bare floor cleaning. The dirt comes off the floor instead of being pushed from place to place, and on waxed floors, waxing does not have to be done so often. Because they do a superior cleaning job, you not only save time, but rugs, carpets, upholstery and draperies last longer. And one more point, these powerful Spencers are built to stand the day in and day out stress of commercial cleaning, built to last a long time with minimum maintenance.

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Vol. 10, No. 5, May 1951

65

NEWS.

the graduate school at which he is in attendance has certified that he currently is meeting degree requirements and is expected to attain his degree.

7. If he has been accepted for admission to or is a student in a professional school of medicine, dentistry, veterinary medicine, osteopathy or optometry, and the school in which he is enrolled has certified that he is satisfactorily pursuing a full-time course of instruction leading to his graduation.

Students in the foregoing categories,

after consideration, may be put in Class II-A (S). As in the case of all other Class II-A deferments, the period of deferment is one year or less.

Separates from Y.M.C.A.

CLEVELAND.—President Edward Hodnett of Fenn College announces that the institution has completed the final separation with the Y.M.C.A. of Cleveland, which founded the college in 1871 as a school of accountancy.

This decision of separation completes action begun when Fenn College was separately incorporated in 1936. The college is now fully accredited and has an enrollment of more than 5000 students.

Gas Tank Explodes Injuring Girls in Dorm

MARYVILLE, MO.—A giant natural gas storage tank exploded on the night of April 27 setting fire to the girls' residence hall at Northwest Missouri State College and injuring 30 girls, four of them critically.

The tank, 15 feet in diameter and 80 feet long, lay 100 feet from the four-story residence hall with one end pointing toward that building. That end blew out, spurring its fiery exhaust over the residence hall. The force ripped the tank from its moorings and hurtled it 75 feet through the air in the opposite direction where it knocked a hopper car off a railroad siding. Windows in college buildings, homes and business structures were blown out as far as 10 blocks away.

\$90,000 Ford Grant for Educational TV

WASHINGTON, D.C.—The Ford Foundation has given \$90,000 to the Joint Committee on Educational Television, composed of the seven educational organizations which jointly appeared before the F.C.C. hearings on proposed allocation of new TV channels.

Announcement of the grant to the group organized to promote educational television was made by President Arthur S. Adams of the American Council on Education.

Controlled Materials Plan Becomes Effective July 1

WASHINGTON, D.C.—Beginning with the third quarter of the year, effective July 1, 1951, the Controlled Materials Plan will go into effect. Under this plan, defense and defense supporting production and construction will be programmed and essential materials made available, the same common denominators being used as in World War II—steel, copper and aluminum.

At the same time, N.P.A. will encourage other production to continue



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snow
water

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assures a glossy
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Yes, educators and other school officials are quick to sense how effectively AUTO-LOK Awning Windows play their role in enabling students to get the most out of educational facilities provided. They applaud the 100% weather control these windows make possible; they heartily endorse the elimination of air-infiltration and the manner in which these modern school windows cut down danger of drafts or perilous "cold spots" which invite respiratory ailments and consequent absence from classes.

Students, too, appreciate the "ventilation at all times" -- regardless of the weather outside -- and welcome the spring breezes, the maximum visibility and the abundance of light that AUTO-LOK brings to any classroom.

The *operating economies* of AUTO-LOK are at once recognized by school boards and staffs. Lower fuel bills. Decreased maintenance costs (for example, the windows are easily cleaned from the inside.) Upkeep expense of any kind is negligible.

The Window with the "FLOATING SEAL"

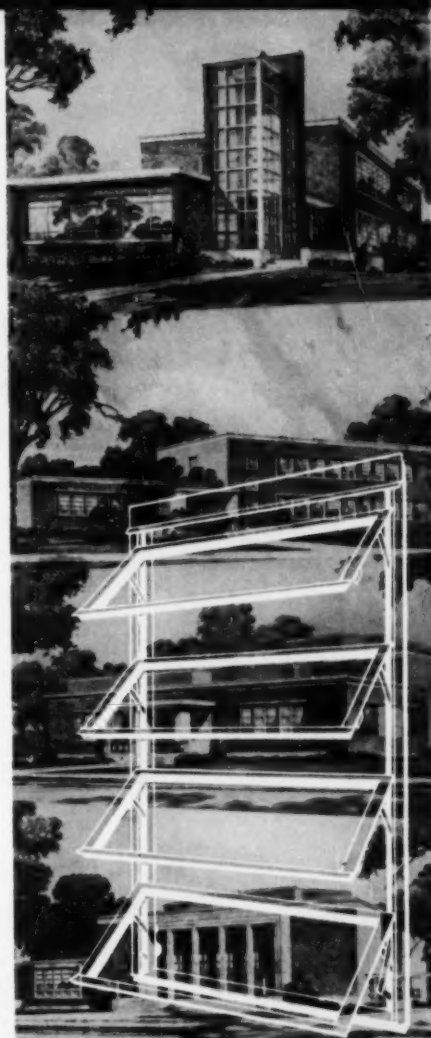
Merely providing weatherstripping isn't the sole answer to elimination of air-infiltration. But in AUTO-LOK, vinyl plastic weatherstripping combines with the ingenious locking action of patented, precision hardware to create a "floating seal." Widely heralded by architects and builders the country over as the greatest single advance in window-making for many years -- this "floating seal" feature makes it possible for your school to use AUTO-LOK in *either* aluminum or wood, with the full assurance that you are securing a closure *ten times as tight* as generally accepted standards -- indeed the

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NEWS

to the extent that materials are available and other N.P.A. regulations permit.

As in World War II, products programmed under the Controlled Materials Plan fall into two categories: "A" products and "B" products.

In general, "A" products are those where the most convenient method of production authorization is vertical. Producers of "A" products get their production authorizations and material allotments from their customer. A

prime contractor's customer is a government agency. A subcontractor's customer is a prime contractor or another subcontractor.

The "B" list programs will include certain products where it is more practicable to furnish authorizations horizontally, directly to the producer. In general, this list will include certain products of the civilian type, industrial machinery and equipment, and components that are needed for defense. Producers of the "B" list will obtain

their authorizations and allotment from their N.P.A. Industry Division.

After the first quarter of operation, C.M.P. will be decentralized. Most producers then will apply to their local offices. This cuts down paper work in Washington and saves producers' time, trouble and expense.

"The early stages of the defense effort, launched last year, required few controls," an N.P.A. spokesman declared. "A simple priority system, using Defense Order (DO) ratings, made it possible to channel materials and components into defense production. But the impact of this defense program is mounting. As blueprints and orders are increasingly translated into actual production and actual consumption of basic materials, C.M.P. will provide a continuation of the orderly flow of materials and production of the things needed—on time in the right quantities—for defense and for defense-supporting programs.

"In essence, C.M.P. is a simple plan—a tested method for authorizing and assuring the production of defense and defense-supporting items. With C.M.P., N.P.A. will tell producers what the government has to have; it will furnish the timetable for getting things done, and it will give producers the authority to carry out the program.

"This authority is expressed in terms of an authorized production schedule to obtain and use controlled materials and a preference rating on other materials and components needed to complete the job. The authorization or allotment of steel, copper or aluminum under the Controlled Materials Plan is not a hunting license; it is a cashier's check on the known supply."

For the time being, at least, the Controlled Materials Plan will be limited to defense production and to a relatively few special programs for production of vitally needed defense-supporting items. The present program for defense and defense-supporting production will not require the whole supply of basic controlled materials. A substantial amount of steel, copper and aluminum is expected to be available for nondefense use. A rough balance between supply and demand for the left-over balance will be preserved by using other N.P.A. powers, such as "M" or limitation orders, commerce officials believe.

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Not a remote promise, but a proved statement: Libbey "Governor Clinton" tumblers pass *all* the tests with flying colors!



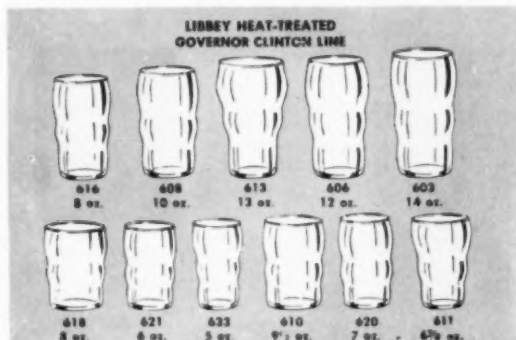
UTILITY. Universal design looks right in the cafeteria, at the soda fountain—*anywhere!* Extra-safe, attractive shape offers a positive grip, even when outsides of glasses are wet.



STRENGTH. These Libbey tumblers are specially Heat-Treated to stand up to at least 3-5 times longer than ordinary tumblers—in the bouncing and jarring of heavy cafeteria duty. Gentle convex-concave curves re-enforce sides.



ECONOMY. Through reduced breakage, you'll need smaller supplies and less storage space—*real long-run operating economy!* And each glass has a chip-resistant rim, guaranteed: "A new glass if the rim of a Libbey 'Safedge' glass ever chips!"



Incorporate this same utility, strength and economy in your own glassware service. Ask your near-by Libbey supply dealer . . . or write direct to Libbey Glass, Toledo 1, Ohio.



LIBBEY GLASS *Bounce Tumblers*
ESTABLISHED 1818



LIBBEY GLASS, Division of Owens-Illinois Glass Company, Toledo 1, Ohio

NEWS

NAMES IN THE NEWS



Paul Weaver

Paul Weaver, chairman of the division of religion and philosophy at Stephens College, Columbia, Mo., has been appointed president of Lake Erie College, Painesville, Ohio. His appointment will become effective July 1. Dr. Weaver succeeds **Dr. Helen D. Bragdon**, who

resigned last year to go to Washington as executive secretary of the American Association of University Women.

Paul R. Chesebro, teacher of mathematics and science at Princeton High School, Princeton, N.J., has been named headmaster of the Hun School in Princeton to succeed **Adm. Frederick G. Richards**.

Rev. John F. Murphy, C.S.B., has been appointed to the presidency of St. John Fisher College, which will open in September at Rochester, N.Y.

Lawrence A. Kimpton, vice president of the University of Chicago, has been named chancellor to succeed **Robert M. Hutchins**,



L. A. Kimpton

whose resignation was announced in December when Mr. Hutchins accepted appointment as associate director of the Ford Foundation. Mr. Kimpton has held three important administrative positions at the University of Chicago since 1944, except from 1947-50 when he was dean of students at Stanford University. His chancellor appointment is effective immediately.

Ernest Cadman Colwell, president of the University of Chicago since 1945, resigned April 7, the resignation to become effective September 15. Dr. Colwell will become the distinguished visiting professor of Emory University, his alma mater. **Sir Richard Livingston**, former vice chancellor of Oxford University, holds the chair this year.

Edward P. Brooks, vice president and director of Sears, Roebuck and Company, has been named to head the new school of industrial management being established at Massachusetts Institute of Technology. **Dr. James R. Killian Jr.**, president of M.I.T., announced.

Dr. Richard T. Saunders, retiring president of Palos Verdes College, Rolling Hills, Calif., has been elected president of the Save the Children Federation with headquarters in New York. He will take up residence in New York at the conclusion of the current academic year.

Kevin McCann has been named president of Defiance College, Defiance, Ohio, to succeed **Dr. Harold D. Hopkins**, who retires on June 30. Mr. McCann is a member of the staff of Columbia University, holding the title of assistant to the president. Defiance College is commemorating this year the hundredth anniversary of its charter.



Kevin McCann

W. E. MacPherson of Los Angeles has been elected president of the Seventh Day Adventists College of Medical Evangelists.

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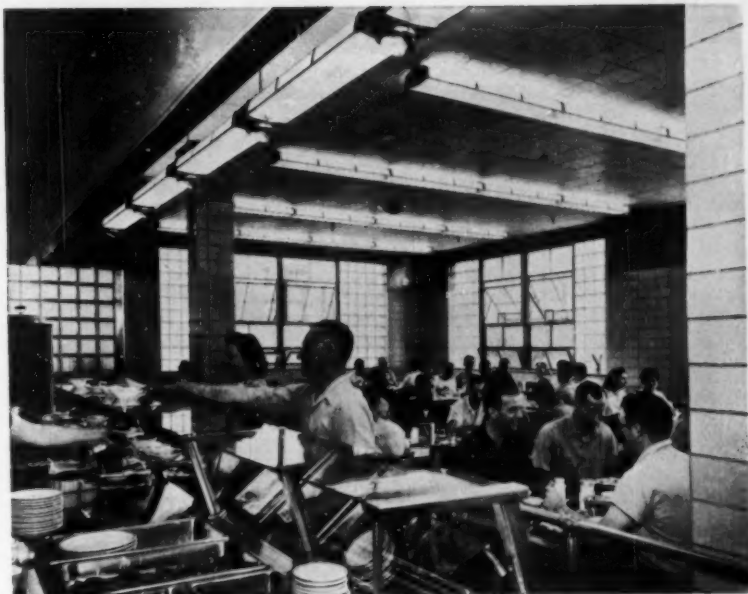
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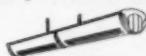
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NEWS.



Donald Derby

Donald Derby, associate professor of history in the school of social sciences and public affairs at the American University, Washington, D.C., has been named provost of the university, according to **Paul F. Douglass**, president. He joined the faculty of American University in 1947 following release

from the army, where he received the War Department staff citation for "exceptional resourcefulness and organizational ability."

Philip G. Davidson Jr., dean of the graduate school at Vanderbilt University, has been named to the presidency of the University of Louisville. Dr. Davidson will succeed **Dr. John W. Taylor**, who resigned in November to become director of the United Nations Educational, Scientific and Cultural Organization in Paris.

Archie R. Ayers, dean of Kansas Wesleyan University, Salina, Kan., has been appointed president of the Detroit Institute of Technology. He resigned from the Kansas institution March 1.



Archie Ayers

Henry B. Poor, assistant headmaster of Deerfield Academy, Deerfield, Mass., has been appointed headmaster of Fountain Valley School, Colorado Springs, Colo. His appointment becomes effective at the conclusion of the current academic year.

Rudolph W. Sippola, business manager at Davis and Elkins College, Elkins, W. Va., since 1948, has been named to succeed **Silas M. Thurlow** as



R. W. Sippola

business manager of Marietta College, Marietta, Ohio, when Mr. Thurlow retires on October 1 after five years as business manager of the Ohio institution.

Clarence P. McClelland, president of MacMurray College, Jacksonville, Ill., for 25 years, has announced that he will retire. He will remain with the college until a successor is appointed. Under his administration, the college has increased its enrollment from 300 to 700 and its worth from \$1,000,000 to \$7,000,000.

Granville K. Thompson, business manager of Graceland College, Lamoni, Iowa, has resigned as of July 1. He began a six weeks' leave of absence on April 30 in order to accept appointment to a position in the office of **Dr. John Dale Russell**, assistant commissioner of education and head of the division of higher education in the U.S. Office of Education. It is expected that Mr. Thompson will work in the area of priorities and allocations.

Dr. Hamilton Holt, president emeritus of Rollins College, Winter Park, Fla., was stricken with coronary thrombosis April 26 and died the following day in Woodstock, Conn. He was 78 years old. Dr. Holt was an advocate of simplified spelling. He served on a board which recommended 17 changes such as "thru" for through and "tho" for though.



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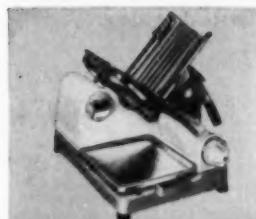
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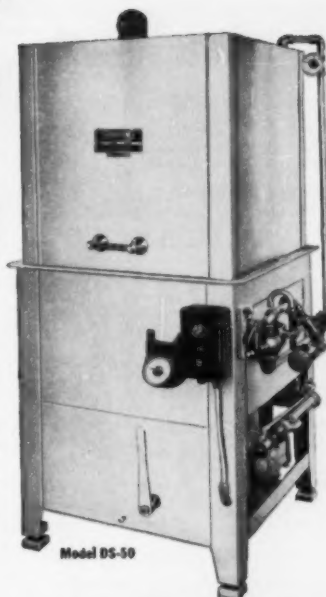


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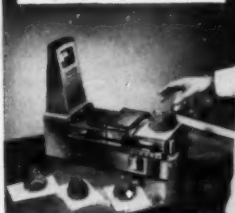
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Eastern Association

President: D. L. Rhind, Massachusetts Institute of Technology; secretary-treasurer: Irwin K. French, Middlebury College, Middlebury, Vt.

Convention: Dec. 9-11, Chalfonte-Haddon Hall, Atlantic City, N.J.

Southern Association

President: Jamie R. Anthony, Georgia Institute of Technology; secretary-treasurer: Gerald D. Henderson, Vanderbilt University.

Western Association

President: Elton D. Phillips, University of Southern California; secretary-treasurer: James M. Miller, University of California.

Convention: May 21 and 22, Santa Barbara, Calif.

American Association

President: W. A. Hamilton, Lincoln University; secretary: L. H. Foster Jr., Tuskegee Institute.

Association of College Unions

President: Duane E. Lake, University of Nebraska; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin.

Association of Physical Plant Administrators of Universities and Colleges

President: E. J. Behler, Yale University; secretary-treasurer: A. F. Gallistel, University of Wisconsin.

Convention: May 14-16, University of Oklahoma, Norman.

American College Public Relations Association

President: Stewart Harrel, University of Oklahoma; secretary-treasurer: James W. Arnsper, Illinois Institute of Technology, Chicago.

College and University Personnel Association

President: Boynton S. Kaiser, University of California; secretary-treasurer: Ruth Harris, University of Illinois.

Convention: July 15-18, Pennsylvania State College.

National Association of College Stores

President: Ralph Stilwell, UCLA; executive secretary: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

National Association of Educational Buyers

President: Rev. J. Leo Sullivan, S.J., College of the Holy Cross; executive secretary: Bert C. Ahrens, 45 Astor Place, New York, N.Y.

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Business Officer—Mature woman desires position as accountant or purchasing agent east of Ohio; twenty years' experience in accounting; last seven years in small college responsible for accounting and purchasing. Write Box CW48, COLLEGE AND UNIVERSITY BUSINESS.

Chief Accountant—Technical Associate on Volume I of the new Manual on College Business Administration; M.A. in accounting; 2 years as senior accountant, Auditing Division, University of Illinois; business administration consultant of midwestern college; age 40; married; no children; 10 years' business experience; present work to be finished July 1. Write Harvey Sherer, Fayette, Iowa.

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College Dietitian—Experienced in all phases of dietetics; Bachelor's and Master's Degrees; Ohio or near section preferable; available June 15. Write Box CW46, COLLEGE AND UNIVERSITY BUSINESS.

Director of Food Service—Middle aged woman with business and college experience; excellent references; desires position as such in middle west. Write Box CW41, COLLEGE AND UNIVERSITY BUSINESS.

Food Executive—31; single with 10 years' experience in menu planning, purchasing, cost control and general supervision in cafeteria and college dining room; 5 years at present college; southeastern location preferred. Write Box CW45, COLLEGE AND UNIVERSITY BUSINESS.

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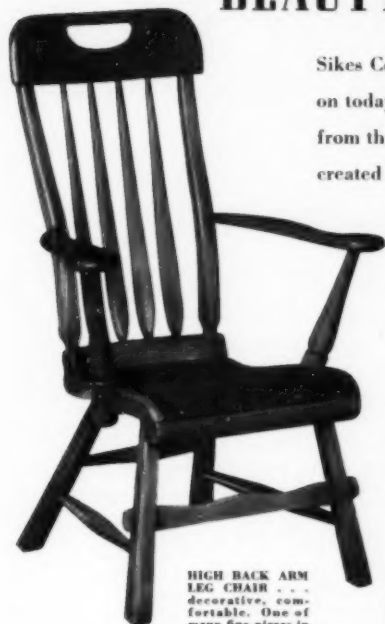
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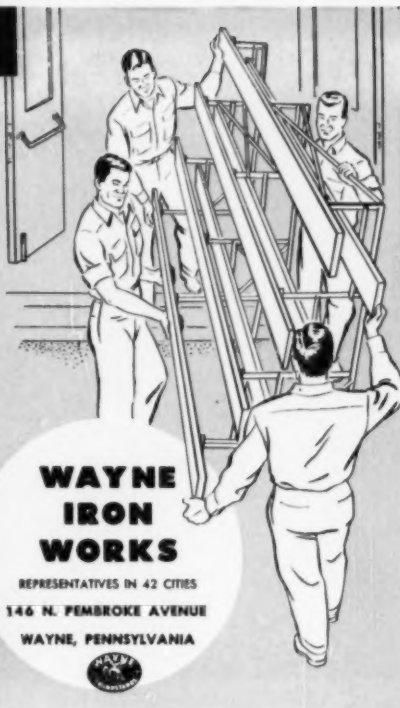
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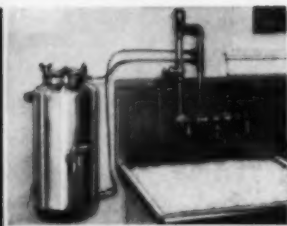
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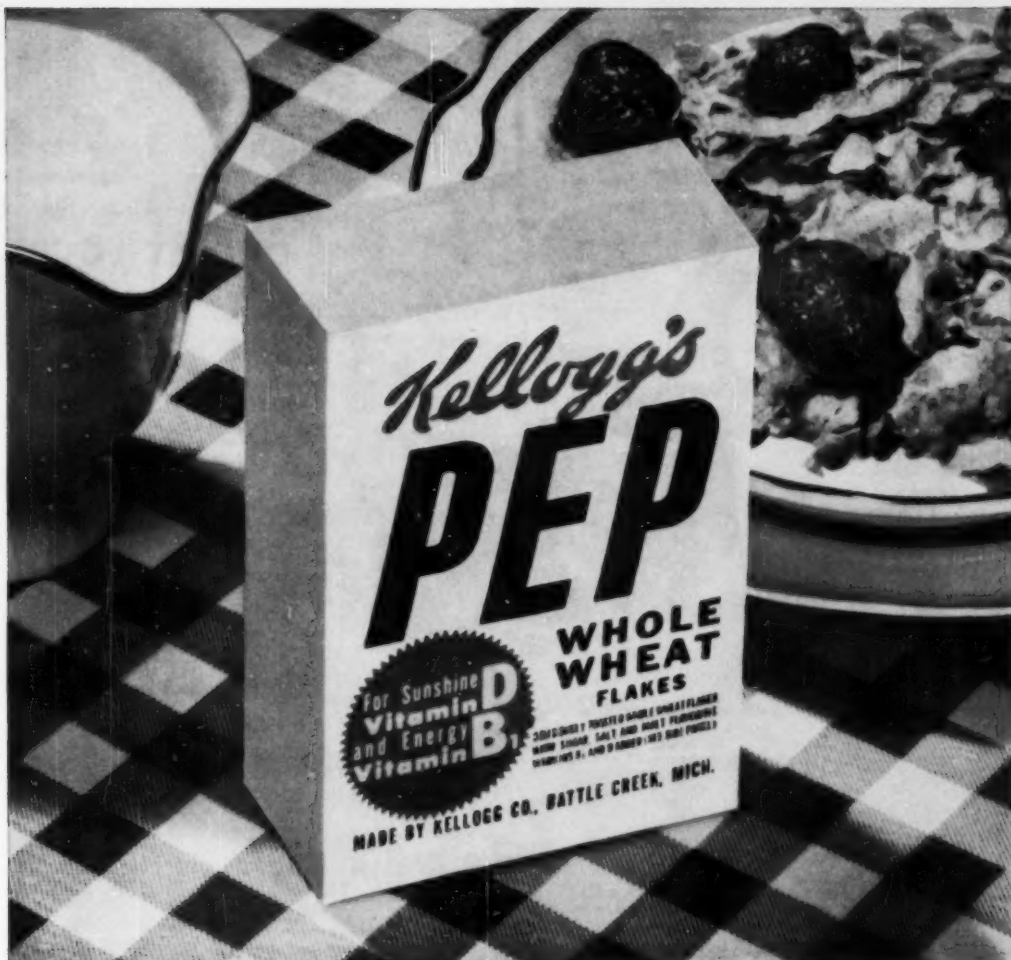


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KELLOGG'S SHREDDED WHEAT • KELLOGG'S RAISIN BRAN FLAKES • CORN-SOYA • RICE FLAKES • ALL-BRAN

MOST STUDENTS LIKE *Kellogg's* MOST
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In the New "SUN-TAN" Color

Here's just what students want in a recitation or lecture room chair—real comfort—a rigid tablet arm—and a bright, cheery Sun-Tan color.

Behind all this are sound construction and quality materials to insure long service under most demanding conditions.

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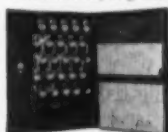
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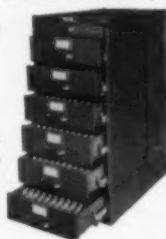


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Sturdy, long lasting Dudley Locks have been school favorites for 30 years. Specify Dudley schoolwide... and use the famous Self-Financing Plan that protects your budget.

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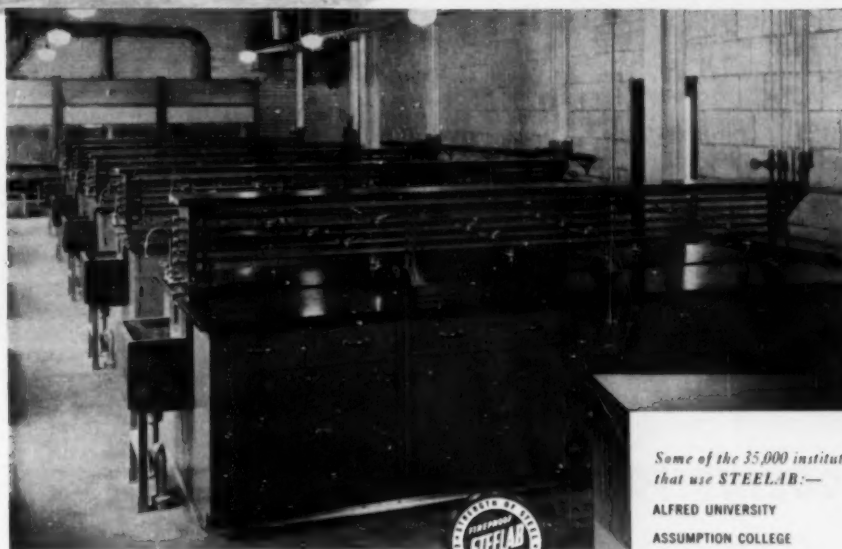


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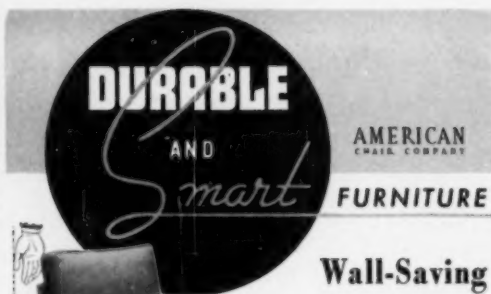
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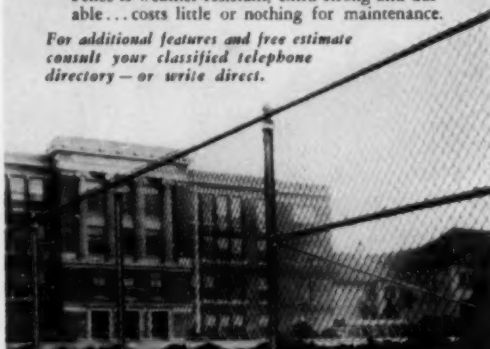
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MECHANICAL AERONAUTICS
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ADVANTAGES that prompted University engineers to choose this system include: reduced ceiling heights, less concrete-form work and easy installation of ceiling-hung equipment.



GRILLAGE used with reinforced-concrete columns.



GRILLAGE used with structural-steel or steel-pipe columns.

SPECIAL STEEL GRILLAGES employed in this design are used in place of usual beams or drop panels and can be used with reinforced-concrete steel-pipe or structural-steel columns.

SAVINGS of up to 12c per square foot have been reported by users. COMPARE and see how you can save.

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MODEL 901

Portables

FOR Modern INSTRUCTION

- Self Shielded
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Modern Weston instruments bespeak the progressive spirit that welcomes refinements while retaining that which has been proved basically sound. These matched Model 901 portables, for example, incorporate incomparable Weston movements, housed in rugged, ribbed bakelite cases with curved wide-angle windows. By eliminating side shadows, this distinctive style of unbreakable window enhances scale illumination even under difficult lighting conditions.

Instruments in the Weston Model 901 matched group are self shielded against external magnetic fields . . . are accurate within $\frac{1}{2}$ of 1% . . . tolerate wide fluctuations in temperature. They are available as d-c voltmeters, ammeters, milliammeters or microammeters; as a-c rectifier type voltmeters; and as a-c voltmeters, ammeters, milliammeters. Further details are given in Circular A-22-B, available through your Weston Representative—or from Weston Electrical Instrument Corporation, 586 Frelinghuysen Avenue, Newark 5, New Jersey . . . makers of Weston and Tagliabue instruments.

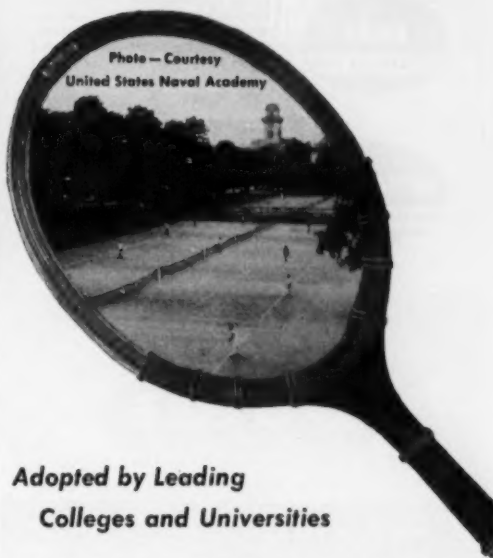
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PLAYERS like its comfortable resilience—its grit-free surface that stays true—glares colors in Black, Red or Green—its fast game that builds champions.

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A truly top-quality liquid soap, unsurpassed for clarity, brilliance and rich, soil-removing lather. Its pleasant, delicate scent is derived from fine perfume like that used in the most luxurious cake soaps.



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3 SPEEDS 12" BLADES

EVEN DISTRIBUTION OF AIR—NO CHILLY DRAFTS • PORTABLE ATTRACTIVELY STYLED •

Volumes of cool, invigorating air gently circulated in all directions to the proper zone where cooling is most appreciated. Perfect comfort without blasts or drafts because of this sensational new principle in circulatory cooling.



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Built with a powerful, heavy-duty, quiet operating motor, 12" blades, 4 rubber mounted legs prevent tipping and marring of surfaces. A.C., 1950 C.F.M. at high speed. High, medium and low speeds permit exact degree of cooling desired. Finished in beautiful Sunset Tan with Chrome Trim. All steel construction.

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That fold



MODEL 482
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Beautifully styled, light, easy to move, upholstered in Naugahyde, bonded rubber cushions. Die-cast Magnesium frames and patented folding mechanism assure great strength for long service.

Look like conventional chairs, but fold compactly for storage.

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ESTABLISHED 1881 • FINE FURNITURE THAT FOLDS

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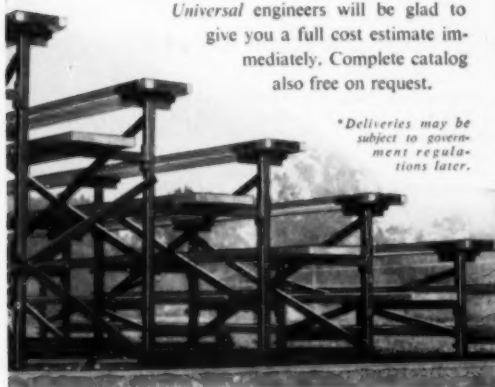
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ORDER *Universal* WOOD OR
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There's no time to spare. If you want to be *sure* of ample seating facilities for the football crowds next fall, order *Universal* wood or steel portable bleachers now. Long famous for safety, structural strength, simplicity of assembly, comfort, long life, economy, and selectivity of sizes . . . these bleachers always meet and usually surpass the most rigid requirements. So don't delay. Get all the details on *Universal* wood or steel bleachers while they are *still available!**

Universal engineers will be glad to give you a full cost estimate immediately. Complete catalog also free on request.



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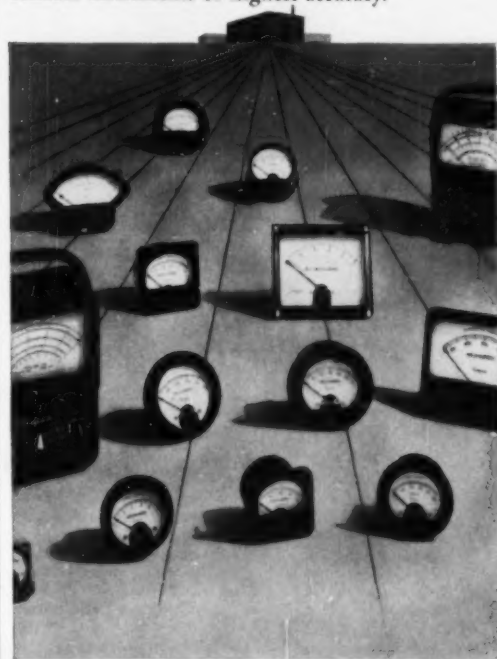
Bleacher Experts for Over 30 Years

Vol. 10, No. 5, May 1951

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Unwanted noise is checked by installations of modern Acousti-Celotex Sound Conditioning in schools all over the country. Not only in entrances and corridors, but in classrooms, libraries, gyms, cafeterias, and auditoriums as well. Sound absorbing Acousti-Celotex tile can be quickly and easily applied on the ceiling at moderate cost. No special maintenance is required. Repeated painting and washing does not interfere with efficiency.

Your local distributor of Acousti-Celotex products will help you get the most efficient and attractive installation possible. He is a member of the world's most experienced Sound Conditioning organization, thoroughly trained, thoroughly experienced... with the complete line of top quality materials necessary to meet every specification, every requirement, every building code.

FOR A FREE ANALYSIS of your particular noise problem, write now for the name of your local distributor of Acousti-Celotex products. We will also send you a free copy of the informative booklet, "Sound Conditioning for Schools and Colleges"—on request. Address: The Celotex Corporation, Dept. T-51, 120 S. La Salle St., Chicago 3, Ill. In Canada: Dominion Sound Equipments, Ltd., Montreal, Quebec.

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COLLEGE and UNIVERSITY BUSINESS

WHAT'S NEW

May 1951

Edited by Bessie Covert

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 96. Just circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Small Mop Truck



Especially designed for small operations, the new Finnell 4B Mop Truck is a compact, portable unit that performs efficiently and incorporates several new labor-saving features. It rolls easily at the touch of the wringer lever, has metal wringer rollers that are adjustable for pressure, and is so designed that it conserves storage space when not in use. It is not necessary for the operator to stoop to operate the wringer which is 27 inches from the floor. The mop is stored on the truck so that the unit is stored or brought out for use without unnecessary steps, and it accommodates two 5-gallon pails. Finnell System, Inc., Dept. CUB, 500 East St., Elkhart, Ind. (Key No. 501)

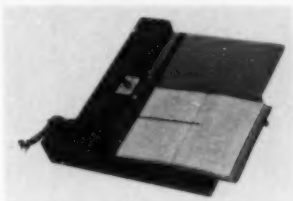
Microfilm Recorder

Automatic control of lens opening and shutter speed, and controlled lighting and film rating, make it possible for even an inexperienced stenographer or clerk to operate the new 190 E Microfilm Recorder. A constant voltage transformer, designed and produced by Sola Electric Company, is used in the machine to control voltage entering the machine and thus overcome irregularities and provide a smooth flow of power. An intricate electrical system synchronizes the camera's shutter action with the movement of items to be photographed. The system operates the motor, which revolves a roller over which the documents pass; a light which illuminates the items being photographed, and an electric clutch which synchronizes camera speed with document speed.

The new recorder resembles a desk in appearance with the automatic camera attached to one side. Papers are placed in the automatic feed, switches are turned and the recorder operates automatically. It can photograph paper up to 9½ inches wide with the automatic feed and 11 inches wide with hand feed. There is no limit to length. The recorder, made by Bell & Howell Co., 7100 McCormick Rd., Chicago 45, is distributed by Burroughs Adding Machine Co., Dept. CUB, 6071 Second Ave., Detroit 32, Mich. (Key No. 502)

Reading Pacer

The new Keystone Reading Pacer is designed to pace rather than to force more rapid reading. A thin rod travels



down the page as a pacer, thus assisting the student. The new Pacer is so constructed that it can be used with books of any size, the largest magazines and other reading material. It is designed for use with students fairly well equipped with basic reading skills to assist them in improving reading speed and comprehension. Keystone View Co., Dept. CUB, Meadville, Pa. (Key No. 503)

Liquid Detergent

A new liquid synthetic detergent for floors, walls and general cleaning is being introduced under the name Floats Off. A highly concentrated product, it has an added cleaning booster to cut through grease and soil. Only one part is required to 32 parts of water, thus offering economy in use and storage. Floats Off is described as a mild, neutral cleanser containing no alkalis or acids, which dissolves in hot or cold water and leaves no dulling film. J. I. Holcomb Mfg. Co., Dept. CUB, Indianapolis 7, Ind. (Key No. 504)

Cleanser for Plastic Tableware

Stains from coffee, tea and other foods can be removed from plastic tableware with the new M-E Plastic Cleaner. This oxygenating compound contains no chlorine and is not injurious to the plastic material, according to the manufacturer. The compound is odorless and tasteless and sanitizes as it cleans. Stains are removed by merely dipping tableware into the compound. Maid-Easy Cleansing Products Corp., Dept. CUB, Mount Vernon, N. Y. (Key No. 505)

Wet-Dry Vacuum Cleaner

The new improved Model 95 Silent Huntington Vacuum Cleaner is a light weight model for heavy-duty work that is readily portable. The three-caster mounting keeps it steady on uneven floors and the low center of gravity and 27½ inch height make it easily maneuverable in confined areas. The new model operates without belts and has a low power requirement.

For wet cleaning the machine includes a water pick-up pan and floor squeegee tool. Standard equipment includes a 10 foot, 1½ inch flexible hose, steel floor cleaning wand, floor tool, upholstery tool, air filter bag and 35 foot pull-out-proof rubber cord plug set. The machine has a



capacity of 1½ bushels or 9½ gallons. Huntington Laboratories, Inc., Dept. CUB, Huntington, Ind. (Key No. 506)

Economy Wardrobe



The new Austral "Economy" Wardrobe is similar in appearance, design and operation to the all-steel unit but effects a saving in critical materials. It has modern simplicity of line and solid bronze hardware but wood has been used to replace steel wherever practicable. The new wardrobe is sturdy and strong, attractive in appearance and provides effective storage space at a low cost. The new Economy units are available in the same sizes and styles as the all-steel models. **Austral Sales Corp., Dept. CUB, 101 Park Ave., New York 17. (Key No. 507)**

Galvanized Windows

A new plant has been opened by Detroit Steel Products Company to permit factory galvanizing of all Fenestra windows. These windows will require no paint or other coating, thus practically eliminating maintenance time and cost. The hot-dip galvanizing process will be applied to all of the company's steel windows after fabrication so that no part of the metal area will be left unprotected. Hardware and fittings will also be protected against corrosion. Fenestra steel windows are built of hot-rolled steel sections which will also be Bonderized. **Detroit Steel Products Co., Dept. CUB, 2250 E. Grand Blvd., Detroit 11, Mich. (Key No. 508)**

Air Conditioning System

The new York air conditioning system for multi-story, multi-room building applications, such as colleges, is designed to meet the physical limitations imposed by modern architectural design of reduced floor to floor heights, increased window areas, thinner outside wall construction and heavier lighting. The new system meets these requirements and retains the attractive features of central station type air conditioning.

York conditioners are designed to occupy a minimum of building space and are physically adaptable to existing buildings as well as to new construction. Only three pipes are required to install the units: chilled water supply and return and drain piping. With this design the size of engine rooms is also minimized

since space is required only for a central water cooling system. The design also results in a saving of critical materials.

The new system is so constructed that only those spaces requiring air conditioning need be turned on, thus saving operation of the large central fan. The quantity of fresh, filtered air can be varied from 0 to 100 per cent with the new system, thus permitting the flushing out of any room in a matter of minutes without overloading or upsetting the balance of the air conditioning system. **York Corp., Dept. CUB, York, Pa. (Key No. 509)**

Economy Popper

A new popcorn machine is being introduced as the "Economy" model for use in smaller institutions. Known as the Hollywood Jr. 55, the new model is constructed of steel, glass and plastic, finished in "butter-yellow" color. It has a one-piece Plexiglas top, stainless steel



and glass popper case and hinged Plexiglas doors in the rear. It is available with either 6 or 12 ounce capacity popping units. The 12 ounce model has a tilting popper with automatic cover lift. **C. Cretors & Co., Dept. CUB, 620 W. Cermak Rd., Chicago 16. (Key No. 510)**

Gymnasium Floor Cover

When the gymnasium is used as an auditorium, the new durable "Roll Up" cotton duck floor covering recently introduced will protect the floor finish. The cover is in a natural color and although it is comparatively light in weight, it is tough, resistant to scuffing feet and folding chairs and is easy to keep clean. Known as the ABC Gym Floor Cover, it is used in multiple widths with slight overlap where sections join. It can be laid or rolled up in a minimum of time and can be kept in rolls against the wall or folded for storing in a closet. **American Brattice Cloth Corp., Dept. CUB, Warsaw, Ind. (Key No. 511)**

Sectional Metal Furniture

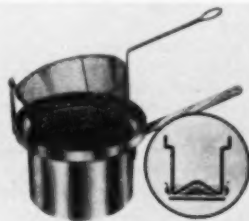
Several new sectional pieces are being added to the line of attractive metal furniture offered by Royal Metal. Of all metal construction, the furniture is offered in square-tubed steel, plated with satin chrome finish. Comfortable coil seats, flex-spring backs and upholstery in a wide selection of colors make the furniture desirable for waiting rooms, meeting rooms, living quarters, dormitories and other areas. It will withstand hard wear and the design permits many varieties of combinations. **Royal Metal Mfg. Co., Dept. CUB, 175 N. Michigan Ave., Chicago 1. (Key No. 512)**

Tuff-Kote Wall Coating

Tuff-Kote is a new name for the polymerized soy bean oil exterior wall coating. Using 100 per cent bodied oils for increased flexibility, durability, flow and gloss, Tuff-Kote is applied in a single coat which is said to be equal to the thickness of a number of coats of paint. It forms a tough, weatherproof, waterproof, fire-resistant film having a pliable underbody which increases the life of the coating. It can be applied on concrete, brick, cinder block, metal and stucco. Asbestos fiber, chlorinated paraffin and mica are ingredients of Tuff-Kote along with pigments which make it available in seven colors and white. **Tuff-Kote Co., Dept. CUB, St. Charles, Ill. (Key No. 513)**

French Fryer

A new type deep fat French Fryer has been introduced for use in small kitchens or for small orders in large kitchens. It has a sharp, inverted V bottom which creates a heat zone about four inches from the bottom of the pan which traps heat and keeps shortening at the desired temperature in the cooking area, and a cold zone at the bottom perimeter of the pan into which food crumbs fall, thus keeping them from burning. The new design permits a considerable saving in shortening. The fryer is made of aluminum and is available in six and



nine quart sizes. **Harlow C. Stahl Co., Dept. CUB, 1635 E. Jefferson Ave., Detroit 7, Mich. (Key No. 514)**

Heavy Duty Sweeper

The new Model 1000 Wilshire Power Sweeper is an extra heavy duty model designed for sweeping lawns, playgrounds, playing fields, streets, alleys and other large areas. The new "Anti-Fatigue" seat on the Model 1000 is placed on the front of the sweeper to give the operator a full view of the sweeping area. A special dust control unit eliminates the dust problem by sucking all dust into an easily emptied hopper. A special roller guide permits sweeping right up to any obstruction without scraping or marring. The sweeper can be raised with a light touch on the foot pedal to pick up larger objects.

The sweeper is of heavy, one-piece, welded steel plate construction and has an 8 h.p. air cooled engine. It is equipped with eight dual brushes of extra heavy duty construction and is available with a 36 inch sweep which can be extended to 42 inches by the use of a curb brush attachment and with a 48 inch sweep which would extend to 54 inches with a curb brush. **Wilshire Power Sweeper Co., Dept. CUB, 4615 Alger St., Los Angeles 26, Calif. (Key No. 515)**

Rust Inhibitor Primer

Totrust Instant Dry Rust Inhibitor Primer is a coating designed to stop rust. It is an exceptionally fast drying, penetrating metal primer to assure against peeling, chipping and rusting. Surfaces covered with the primer can ordinarily be painted with any standard type of paint, such as rubber base paints, vinyl coatings and spraying lacquers, after 10 to 30 minutes. **The Wilbur & Williams Co., Dept. CUB, Greenleaf & Leon Sts., Boston 15, Mass. (Key No. 516)**

Portable Record Player

The new Model 1254 Deluxe Portable Changer-Player-P.A. System consists of a complete 15-watt public address system with 3-speed record changer and 12 inch speaker, self-contained in a single carrying case. The 3-speed automatic changer is equipped with a dual-type crystal car-



ridge and is designed to play all types of records up to 12 inch. A built-in pre-amplifier permits quick conversion to magnetic type pickup. The 15-watt am-

plifier has separate bass and treble tone controls with controls for microphone and phonograph and permits mixing of microphone program with phonograph background. The entire system is housed in a compact carrying case finished in dark green leatherette and weighs only 40 pounds.

A second model, known as the 1253, is also available. It is similar to the 1254 except that it is equipped with a 3-speed phonograph motor and transcription type pickup arm and plays all types of records up to and including 16 inch transcriptions. **Rauland-Borg Corp., Dept. CUB, 3523 Addison St., Chicago 18. (Key No. 517)**

Twin-16 Floor Machine

An economically priced, medium sized floor machine is being introduced for scrubbing, waxing, polishing, buffing, dry-cleaning and refinishing all types of floors. Known as the Twin-16, the floor

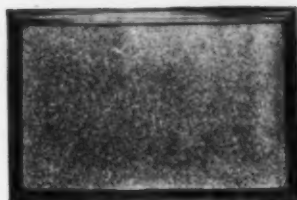


machine has two full 8-inch counter-revolving, intermeshing brushes, powered by a 1/2 h.p. Universal-type motor. The machine is finished in chrome or polished aluminum and the brush construction is designed to give brushes extra long life. **General Floorcraft, Inc., Dept. CUB, 421 Hudson St., New York 14. (Key No. 518)**

Air Freshener

A new activated carbon air purifier has been developed for use in lavatory and toilet areas. Called the "Air Improver," the device is small, consisting of two metal canisters containing three pounds of activated carbon and a quiet 3000 r.p.m. motor-blower which circulates the air at the rate of 60 cubic feet per minute. Overall length is 18 inches and the device may be fastened at any convenient spot. It does not change the air in any way except to filter out impurities. **W. B. Connor Engineering Corp., Dept. CUB, 500 Fifth Ave., New York 18. (Key No. 519)**

Wall Bulletin



The Corkola bulletin board is now offered in a new Litegreen color. Scientifically selected as the color most agreeable to the eye, Litegreen Peerless Bulletin Boards are designed to harmonize with the Litegreen chalkboards used in many schools. The new boards are made of a cork composition and the color is the same throughout. The cork composition is 1/4 inch thick, bonded to a 1/4 inch fiber board backing. Because of its rigidity it can be nailed to studs or mounted over rough masonry walls. Peerless Litegreen Bulletin material can be had in sheets 4 feet wide and up to 12 feet long as well as in portable bulletin boards already made up. **Beckley-Cardy Co., Dept. CUB, 1632 S. Indiana Ave., Chicago 16. (Key No. 520)**

Redesigned Packages

Maggi's Seasoning and Maggi's Granulated Bouillon Cubes for institutional use are now being dispensed from new containers. The Maggi's Seasoning quart bottle and the two pound tins containing Maggi's Granulated Bouillon Cubes are designed for easier storing. The seasoning bottle has a wider neck for easier handling and an improved spout. The bouillon cube tin has been redesigned with a wider opening at the top for measuring with a cup when desired. **The Nestle Co., Inc., Dept. CUB, 830 N. Pejon St., Colorado Springs, Colo. (Key No. 521)**

Floor Sinks

The possibility of contamination by sewer water backed-up into the water supply is eliminated by use of the new Zurn floor sinks. Designed for use as drains for large kettles and similar equipment, also as floor drains in kitchens and other areas frequently wet mopped or hosed down, the floor sinks are 8 inches deep inside and designed for quick run off. Sanitation is assured by use of acid-resisting porcelain enamel finish on all exposed parts. Each sink has a removable strainer designed to prevent splash and promote rapid flow. An optional feature is tapping of the body of the sink for installation of a trap primer. **J. A. Zurn Mfg. Co., Dept. CUB, Erie, Pa. (Key No. 522)**

Steel-Wood Shelving



A complete line of adjustable steel-wood shelving is being manufactured by Lyon Metal Products. The new line combines sturdiness, strength and safety and is said to be available on a shorter date of delivery than steel shelving.

Rigid steel uprights support the hard wood shelves which can be set in at any desired levels. A pressed steel clip attaches each shelf to the steel upright without the use of bolts. The new shelving is available in dimensions of 3 feet in width, 1 or 1½ feet in depth and 7 feet in height. It is easy to install because of the minimum number of parts to be handled and shelves can be readily moved, dismantled or rearranged. **Lyon Metal Products, Incorporated, Dept. CUB, Aurora, Ill. (Key No. 523)**

Water-Repellent Coating

Exterior masonry surfaces of many kinds can be protected with a new transparent water-repellent coating known as Hydrepel. The new formulation of Hydrepel is such that after application to a masonry or stone building rain and snow are repelled and dirt and soot are not absorbed into the surface by infiltration of moisture. **United Laboratories, Inc., Dept. CUB, 16801 Euclid Ave., Cleveland 12, Ohio. (Key No. 524)**

Fluorescent Strip-Lighting

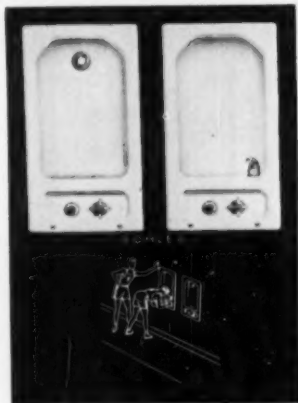
"Strip-Line" is a new, compact, extra-shallow fluorescent lighting system for slimline and 40 watt bipin lamps. The system can be used in extremely limited space since the channel depth is 15/16 of an inch. The great adaptability and versatility of "Strip-Line" provide many opportunities for wide application of "Sky-Glo" louverall ceiling installations, cornice lighting, illumination of charts, shadow boxes and glass block.

The new system features new high-power factor junction-box type ballasts which are mounted remotely from the channel so that the strips may be attached flush with the ceiling, special

terminal block which eliminates wiring, soldering and wire splicing in installation, and the "Intra-Lok" construction by which channels may be locked together without couplings in any one of three different ways. The channels are available in seven different types, for mounting in vertical or horizontal position, and are available with symmetrical or asymmetrical reflectors. **Benjamin Electric Mfg. Co., Dept. CUB, Des Plaines, Ill. (Key No. 525)**

Gymnasium Fountain

Designed especially for use in institutions offering athletic facilities, the new Vanguard cuspidor and Vanbrook drinking fountain offer twin conveniences and health safeguards. Built of permanently lustrous vitreous china, the units are each 30 inches high and are designed for recessing into walls, thereby increasing the safety factor of playing floors.



The cuspidor promotes sanitation and helps prevent colds and infections. The drinking fountain is equipped with a non-squirting bubbler head and a self-closing control valve adjustable for continuous flow. **Kohler Co., Dept. CUB, Kohler, Wis. (Key No. 526)**

Table Model Duplicator

A new improved low cost duplicating device has been announced. It is a table model that reproduces from a single master sheet anything typewritten drawn or printed in as many as five colors at a single turn of the handle. Known as the Duplicopy Duplicator, the machine is light in weight and economical in operation. The master sheet is inserted into the typewriter, the message written, sketch included if desired, and the sheet fastened to the cylinder of the device so that reproductions are ready in a matter of minutes. **Duplicopy Co., Dept. CUB, 224 W. Illinois St., Chicago 10. (Key No. 527)**

Stair Treads

Produced from tough cord and rubber compounds, two new type stair treads have recently been introduced for heavy duty service. They are designed to give long wear under heaviest traffic, to cushion the step and to provide a non-slip surface. The treads are available in red, green, blue and mosaic as well as black.

One type is of heavy molded rib construction while the second type has a smooth surface. The ribbed treads are ¼ inch thick and come in 22, 28 and 32 inch widths in any depths up to 15 inches. The smooth treads are available in ¼, 3/16 and ½ inch thickness, in widths and depths up to 30 inches. Both types are easily installed by means of adhesive or tacking and may be curved over large nosings or abutted to each other to cover any area. **American Mat Corp., Dept. CUB, 1736 Adams St., Toledo 2, Ohio. (Key No. 528)**

Vertikal Sun Blind

As its name indicates, the Vertikal Sun Blind consists of vertical bands which may be opened to emit light and air or closed to provide shade and darkening. Made of ribbon in a choice of colors, the blinds combine the decorative qualities of draperies and curtains while controlling light and privacy. Plastic panels are also available for bathrooms and kitchens.

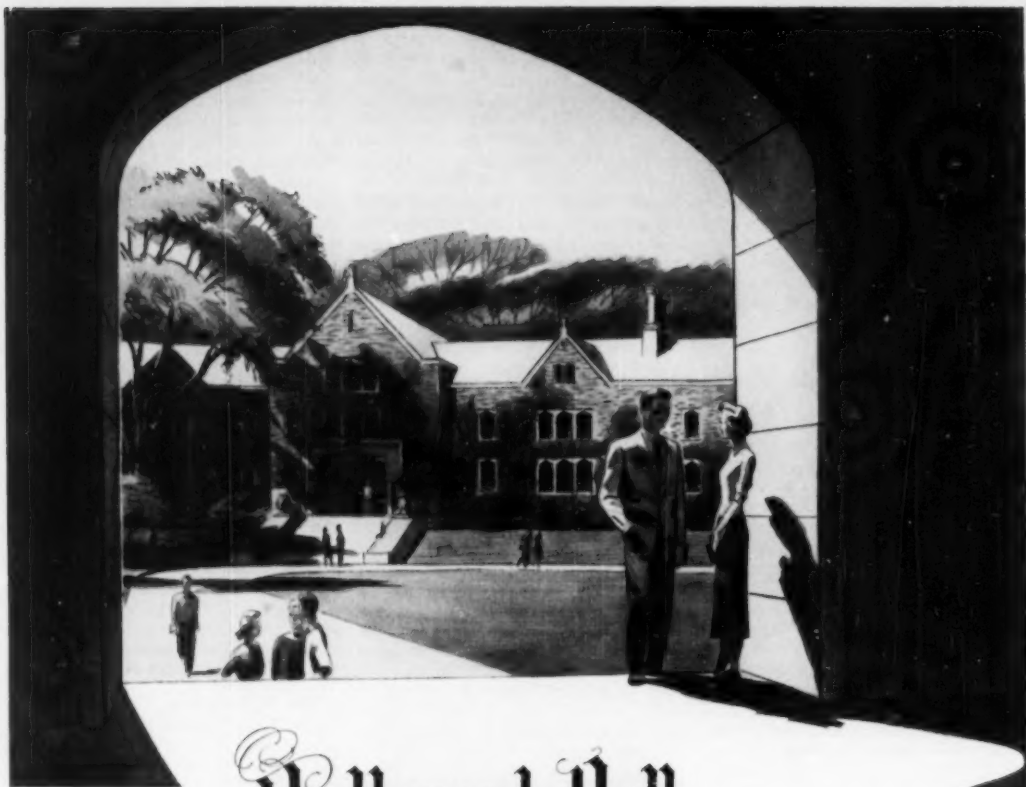
The Celanese Multicord ribbon or plastic louvers are attached to hooks at the top and bottom of the window and are easily removed for cleaning and as easily replaced. A single control rod gives complete control of the blinds with one turn. The blinds are well constructed and engineered for long wear. The ribbons are available in 28 decorator colors and may be dry cleaned or washed. Sun Vertikal Blinds are constructed to give maximum circulation of air and maximum control



of light. **Sun Vertikal Blind Co., Dept. CUB, 55 Mt. Vernon N. W., Grand Rapids, Mich. (Key No. 529)**

Product Literature

- "Weatherstat Zone Control" is discussed in a booklet issued by Minneapolis-Honeywell Regulator Co., 2820 Fourth Ave. So., Minneapolis 8, Minn. Weatherstat Zone Control is designed to take into account all weather effects as it meters steam into the building, so that all parts of the building become equally comfortable through uniform temperatures in all sections. The system is especially effective in colleges, schools, dormitories and other institutions. The booklet discusses the Weatherstat and its applications in non-technical language with effective drawings illustrating each point. (Key No. 530)
- The general problems encountered in the storage of 16 mm. film, the best location for the film library, humidity controls and factors to be considered for long term storage are discussed in a new information sheet, "Storage of 16 mm. Motion Picture Film in Active Libraries," issued by Eastman Kodak Co., Rochester 4, N.Y. Three visual aid bibliographies issued by the same company, covering 2 by 2 inch color slides, visual aid sources and selected references on visual aids are available in revised form. (Key No. 531)
- The convenience, economy and other advantages of "Trouble Saver" Sectional Tubular Steel Scaffolding for maintenance work, both indoors and outdoors, are discussed in a new 12 page Bulletin PSS-24 issued by The Patent Scaffolding Co., Inc., 38-21 Twelfth St., Long Island City 1, N.Y. The text is illustrated by photographs and line drawings on erection and dismantling of basic units, available frames and components, actual applications and other subjects. (Key No. 532)
- Those interested in gymnasium apparel will want a copy of the new catalog issued by E. R. Moore Co., 932 Dakin St., Chicago 13. Illustrated in full color and containing swatches of the materials used in the large variety of colors available, the brochure covers the new 1951 line of gymnasium suits, shorts and shirts to fit any occasion and every taste. (Key No. 533)
- A new illustrated catalog issued by Radiant Mfg. Corp., 2627 W. Roosevelt Rd., Chicago 8, gives complete information on the 1951 line of projection screens manufactured by the company. All items are illustrated and the catalog features a portable stand called the Radiant "Sky-Lift" for converting any regular wall screen to a tripod or platform model. A convenient sized projection chart is included as well as a section on "How to Choose Your Projection Screen." (Key No. 534)
- A recorded version of broadcasts produced in the summer of 1950 by the News and Special Events Department of the National Broadcasting Company is being made available by the Record Department of the Radio Corporation of America, RCA Victor Division, Camden 2, N. J. Entitled "The Quick and the Dead," the documentary series traces the history of the development of the Atomic Bomb in dramatic and easily understandable form and describes the work that has been done to develop the Hydrogen Bomb as well as to apply Atomic Energy as a force for the benefit of mankind. The new recordings have been made available on all record speeds. They present the voices of internationally known figures in the field of science and government who played an important part in the development of Atomic Energy. They are suggested as valuable in the teaching of social sciences, the humanities, physics, general science and similar courses of study. (Key No. 535)
- For those planning the installation of passenger elevators in either new or present buildings, the new **Buyers' Guide for Passenger Elevators** published by Westinghouse Electric Corp., Elevator Div., Jersey City 4, N.J., will prove helpful. This 56 page **Booklet B-4572** has been compiled to serve as a reference book on efficient vertical transportation and the comprehensive information presented is supplemented with illustrations and case examples. (Key No. 536)
- A new educational Booklet, written in non-technical language, has been published by General Motors Corp., General Motors Bldg., Detroit 2, Mich., telling how the modern electric refrigerator works. Entitled "A to Zero of Refrigeration," the 93 page booklet traces the development of refrigeration from the early Chinese, Greeks and Romans, to the first production of artificial ice and the development of the modern refrigerator and how it works. (Key No. 537)
- A new folder on the **Paraline universal drafting instrument** offers line drawings indicating the many uses to which this practical instrument can be put. This convenient pocket size device combines rule, scale, protractor, triangle, T-square and other drafting instruments in the one unit at a minimum of cost. The folder is available from Loomis Industries, 516 Park Way, Piedmont, Cal. (Key No. 538)
- **Catalog 211-R** offers a most attractive presentation of **Hamilton Laboratory Equipment for Educational Institutions**. Full catalog information, including descriptive data and illustrations, is given on the complete line. Photographs of typical installations are shown and the catalog is fully indexed. It is offered by Hamilton Mfg. Co., Two Rivers, Wis. (Key No. 539)
- A portfolio of information on **Solid Kumfort Magnesium and Wood Chairs That Fold** has been issued by Louis Rastetter & Sons Co., Fort Wayne 1, Ind. The portfolio gives data on the multiple use of rooms, correct spacing for table and auditorium seating, illustrates actual use of the chairs, provides diagrams of floor space to show how it may be used to best advantage, and gives complete catalog information on two upholstered Magnesium chairs and nine wood models, all with Rastetter hinge and brace construction for strength and long life under severe use. A complete line of folding card tables and folding extension tables is also shown. (Key No. 540)
- An unusually attractive presentation of **equipment for contemporary living**, produced by Knoll Associates, Inc., 575 Madison Ave., New York 22, is offered in a catalog recently received. Divided into sections covering chairs, tables, chests, cabinets, beds, desks, offices and textiles, each section is subdivided into the work of the several International designers who make up the Knoll organization. Presented in beautifully photographed arrangements supplemented by line drawings showing dimensions, there is also descriptive text. Many arrangements particularly suited to dormitory use are included. (Key No. 541)
- The 1951 Catalog, No. 88, of "Sanymetal Toilet Compartments" has been released by The Sanymetal Products Co., Inc., 1705 Urbana Rd., Cleveland 12, Ohio. The 20 page booklet illustrates and describes the color combinations available in either Sanymetal Porcena or Sanymetal Tenac and contains color chips for aid in selecting color schemes. Installation and specification data for each of the five types of Sanymetal toilet compartments are included. (Key No. 542)
- **Mills movable Metal Walls** are discussed in **Catalog No. 51** issued by The Mills Company, 975 Wayside Rd., Cleveland 10, Ohio. Construction details, diagrammatic drawings and illustrations supplement the descriptive information. The 48 page book gives practical facts for administrators, architects, builders and others concerned with the problem of meeting changing space requirements in buildings of every type. (Key No. 543)
- Full information on **Boonton Dinnerware**, molded of Melmac, is given in a new color folder recently released by Boonton Molding Co., Dept. A, Boonton, N.J. Individual photographs of all 23 items in the line are included as well as listing of items by identification number, title, size or capacity, standard package quantity and carton weight. All available colors are shown together with factual information on the product. (Key No. 544)



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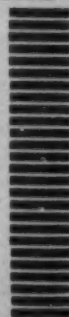
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HELPS MAKE A WINNING TEAM

So give your players the advantage of a *Gloss Seal* finish on your gym floors. *Gloss Seal*, which contains genuine phenolic resins, provides a playing surface that is thoroughly resilient, one that yields to and facilitates fast, safe footwork and teamwork. *Gloss Seal* also supplies a tough protective finish—resists heel burns, acids, alkalis, harsh soaps, water, friction—and won't darken or lose its transparency! Available in several surface and penetration types, *Gloss Seal* meets specific needs in classrooms, in corridors, and in places of exceptionally heavy traffic, as well as in the gymnasium.

Before you refinish the floors in your school, have a talk with the nearby *Finnell Floor Specialist*. His knowledge is broad and practical, sharing as he does *Finnell's* forty-eight years of experience in floor care. For consultation, free floor survey, or literature on *Finnell Floor Seals*, *Waxes*, *Cleaners*, *Maintenance Machines*, and *Accessories*, phone or write the nearest *Finnell Branch* or *Finnell System, Inc.*, 4405 East St., Elkhart, Ind. Branches in all principal cities of the United States and Canada.



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